IAi-IAis/Richtersveld Transfrontier Park

South African NATIONAL PARKS

ANNUAL Report 2025 | 2026



Research in IAi-IAis/Richtersveld Transfrontier Park uncovered a new insect genus and six species, highlighting the park's exceptional micro-endemism.

One species, *Richtersveldiella Sanparkensis*, honours the Richtersveld and SANParks' commitment to manage its unique biodiversity.

OUR VISION

A future where people and nature thrive together in sustainable Mega Living Landscapes.

OUR MISSION

To conserve, expand and sustainably manage South Africa's natural and cultural assets, for the well-being of present and future generations, through innovation and inclusive partnerships with communities.

OUR MANDATE

SANParks was established in terms of the National Environmental Management: Protected Areas Act, 2003 (Act No. 57 of 2003). The mandate of SANParks is to conserve, protect and manage South Africa's biodiversity, landscapes, and associated cultural heritage assets through a system of national parks.

CORPORATE VALUES

The values below have been adopted by SANParks as guiding principles that shape and govern the behaviour, actions, and decision-making of all employees.

Integrity | Collaboration
Transparency | Respect
Accountability | Innovation
Leadership.

ABOUT SANPARKS

SANParks' operations are primarily centred on conserving and managing South Africa's biodiversity, landscapes, and associated cultural heritage assets through the national parks system, World Heritage Sites, and Marine Protected Areas (MPAs) assigned to it. It further seeks to ensure that the benefits of the protected area estate are shared through socio-economic transformation programmes and regenerative tourism, while establishing and maintaining a sustainable and transformed organisation.

SANParks manages a system of 21 functional National Parks across seven of South Africa's nine provinces, covering a total area of over 4 million hectares and comprising approximately 70% of the protected areas under state-owned management, as well as 10 MPAs. SANParks falls under the jurisdiction of the Department of Forestry, Fisheries and the Environment (DFFE).



PUBLIC ENTITY'S GENERAL INFORMATION

REGISTERED NAME:	SOUTH AFRICAN NATIONAL PARKS
REGISTRATION NUMBER:	Not applicable
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EXTERNAL AUDITORS:	Auditor-General of South Africa (AGSA) 4 Daventry Street Lynnwood Bridge Office Park, Lynnwood Manor Pretoria SA

LIST OF ABBREVIATIONS AND ACRONYMS

ABS	Access and Benefit Sharing
ARC	Audit and Risk Committee
AENP	Addo Elephant National Park
AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
ARC	Audit and Risk Committee
ATI	Africa Travel Indaba
B-BBEE	Broad-Based Black Economic Empowerment
BIMS	Biodiversity Information Management System
BIOFIN	Biodiversity Finance Initiative
BSMP	Biodiversity Stewardship Management Plan
BSP	Biodiversity Social Projects
CATHSSETA	Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority
CBD	Convention on Biological Diversity
CCMA	Commission for Conciliation, Mediation and Arbitration
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CIPC	Companies and Intellectual Property Commission
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
COLCRA	Colchester Land Community Restitution Association
COO	Chief Operating Officer
COP	Conference of the Parties
CPA	Communal Property Association
CPBMJTT	Cape Peninsula Baboon Management Joint Task Team
CPPP	Community Public-Private Partnership
CRM	Customer Relationship Management
CSA	Climate and Sustainability Action Plan Conservation South Africa
CSI	Corporate Social Investment
CSI	Customer Satisfaction Index
CSET	Conservation and Socio-Economic Transformation Committee
DBSA	Development Bank of Southern Africa
DEIB	Diversity, Equity, Inclusion and Belonging
DFFE	Department of Forestry, Fisheries and the Environment
DMPE	Department of Planning Monitoring and Evaluation
EAP	Employee Assistance Programme
ECDC	Eastern Cape Development Corporation
EDGE	Excellence in Design for Greater Efficiencies
EE	Employment Equity
EPWP	Expanded Public Works Programme
ERM	Enterprise Risk Management
ESD	Enterprise and Supplier Development
FAO	Food and Agriculture Organization of the United Nations
FTE	Full-Time Equivalent
G20	Group of Twenty
GBCSA	Green Building Council South Africa
GBFF	Global Biodiversity Framework Fund
GCF	Green Climate Fund
GEF	Global Environment Facility

GGHNP	Golden Gate Highlands National Park
GLTFCA	Greater Limpopo Transfrontier Conservation Area
GNP	Grasslands National Park
GRIN	Garden Route Interface and Networking
GRNP	Garden Route National Park
HCMC	Human Capital Management Committee
HCM	Human Capital Management
HSM	Hospitality Services Manager
ICT	Information and Communication Technology
IAF	Internal Audit Function
IT	Information Technology
IUCN	International Union for Conservation of Nature
K2C	Kruger to Canyons Biosphere Region
KNP	Kruger National Park
KZN	KwaZulu-Natal
LAF	Legal Acquisition Findings
LFA	Landscape Functionality Assessment
MERL	Monitoring, Evaluation, Research and Learning
METT	Management Effectiveness Tracking Tool
MLL	Mega Living Landscape
MOU	Memorandum of Understanding
MPA	Marine Protected Area
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NDP	National Development Plan
NDT	National Department of Tourism
NEM:PAA	National Environmental Management: Protected Areas Act
NDA	National Development Agency
NYDA	National Youth Development Agency
PFMA	Public Finance Management Act
PPP	Public-Private Partnership
SANCCOB	Southern African Foundation for the Conservation of Coastal Birds
SANDF	South African National Defence Force
SANParks	South African National Parks
SAPS	South African Police Service
SCM	Supply Chain Management
SEDFA	Small Enterprise Development and Finance Agency
SHP	SANParks Honorary Rangers
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
SMME	Small, Medium and Micro Enterprises
SOP	Standard Operating Procedure
TBCSA	Tourism Business Council of South Africa
TGCSA	Tourism Grading Council of South Africa
TMACC	Table Mountain Aerial Cableway Company
TMNP	Table Mountain National Park
TPMS	Tourism Property Management System
UNDP	United Nations Development Programme
WCB	Wildlife Conservation Bond
WfW	Working for Water
WSP	Workplace Skills Plan
YES	Youth Employment Service
Y-o-Y	Year-on-Year



Augrabies Falls National Park Landscape Viewpoint Rudolph de Girardier

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A

Part A
GENERAL INFORMATION



FOREWORD BY THE MINISTER

I am pleased to present the South African National Parks (SANParks) Annual Report for the 2025/26 financial year.

The Annual Report highlights the entity's vision of a world-class system of sustainable national parks reconnecting and inspiring society, and its mission to develop, protect, expand, manage, and promote a system of sustainable national parks that represents natural and cultural heritage assets, through innovation, excellence, responsible tourism, and just socio-economic benefit for current and future generations.

We thank the SANParks Board, management, staff and stakeholders for their hard work over the period under review.



Mr David Maynier, MP

Minister of Forestry, Fisheries and the Environment

Date: 24 August 2026



Ms Beryl Ferguson

FOREWORD BY THE CHAIRPERSON

The 2025/26 financial year marked an important period in SANParks' continued evolution. The organisation is steadily advancing its transition towards a more inclusive and responsive approach to conservation. One that recognises that long-term sustainability depends on strong and practical partnerships with communities, government, the private sector and other stakeholders.

This year also marks the centenary of the Kruger National Park, a defining milestone for SANParks and for conservation in South Africa. It provides an opportunity to reflect on the organisation's journey over the past century, while reinforcing the importance of ensuring that the next phase of conservation is more inclusive, more adaptive, and more firmly grounded in partnership with society.

SANParks operates in an environment that is becoming more complex each year. Expectations of conservation institutions now extend beyond biodiversity management alone. There is a growing need to demonstrate clear socio-economic impact, respond to climate-related pressures, and ensure financial sustainability.

This must be done while remaining anchored in the organisation's core mandate. The Board's role is to ensure that SANParks responds to these realities with focus, discipline and consistency.

Guided by the 2025 to 2030 Strategic Plan, the organisation continues to reposition itself to deliver on a dual mandate. These being to manage South Africa's natural and cultural heritage, while contributing meaningfully to transformation, inclusive growth and long-term resilience. This repositioning is informed by the Vision 2040 process, which has provided the organisation with a clear and deliberate pathway towards inclusive conservation. From a governance perspective, this process has been critical in shaping strategic alignment, clarifying long-term priorities, and ensuring that conservation is approached in a manner that is both sustainable and responsive to societal expectations.

The Board is encouraged by the progress achieved during the year under review. Advances in conservation area expansion, ecosystem management, and stakeholder engagement reflect an organisation that remains capable and committed. Initiatives supporting the biodiversity economy, strengthening co-management arrangements, and expanding partnerships demonstrate that the strategic direction emerging from Vision 2040 is increasingly being translated into practice.

At the same time, the Board remains mindful that progress must be sustained. Our oversight during the reporting period has therefore focused on strengthening governance systems, reinforcing accountability, and ensuring that performance management processes support consistent delivery across the organisation.

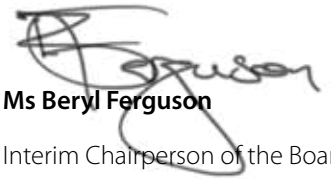
Effective implementation will depend on execution discipline, clarity of responsibility and the organisation's ability to adapt where necessary.

A key area of focus for the Board has been financial sustainability and organisational resilience. In a constrained fiscal environment, this has required careful attention to revenue generation, operational efficiency, and the diversification of funding sources. Partnerships remain central to this approach, and the Board will continue to support initiatives that strengthen long-term sustainability without compromising SANParks' mandate.

The Board has also placed emphasis on strengthening stakeholder relationships and embedding inclusive conservation more fully across the organisation. Progress in areas such as community beneficiation, enterprise development and co-management arrangements reflects a growing alignment between conservation outcomes and socio-economic objectives. This alignment will remain central to SANParks' future success.

We are pleased that SANParks maintained strong standards of governance and accountability during the reporting period, including an unqualified audit outcome from the Auditor-General of South Africa. This reflects a sound governance framework and a collective commitment across the organisation to transparency and responsible stewardship of public resources.

On behalf of the Board, I extend appreciation to the Minister, Deputy Ministers and the Department of Forestry, Fisheries and the Environment for their ongoing guidance and support. I also acknowledge the Chief Executive Officer, executive management, employees, partners, communities and stakeholders whose contribution continues to sustain SANParks and its work.



Ms Beryl Ferguson

Interim Chairperson of the Board



Ms Hapiloe Sello

CHIEF EXECUTIVE OFFICER'S OVERVIEW

The 2025/26 financial year marked the first year of implementation of SANParks' 2025–2030 Strategic Plan. During the year under review, the organisation continued to deliver on its core mandate while advancing a more integrated model of conservation that strengthens biodiversity outcomes, socio-economic impact, and institutional sustainability.

From an overall performance perspective, SANParks recorded a strong year of delivery across its strategic priorities. The 90% achievement of annual performance targets represents a four percent increase on the 86% in 2023/2024 and two percent on the 88% in 2024/25. This upward trajectory reflects sustained organisational performance and demonstrates the organisation's ability to strengthen execution during the first year of the new strategic cycle.

Performance across the organisation's outcome areas remained broadly positive. High levels of achievement were recorded in conservation management and biodiversity economy initiatives, with a number of targets exceeded, while tourism, stakeholder engagement, and organisational performance outcomes remained stable and aligned to expectations. Areas relating to sustainability, resilience, and certain governance processes recorded comparatively lower levels of performance and remain key focus areas for continued improvement.

SANParks continued to make meaningful progress in biodiversity conservation and protected area management. During the year, agreements covering approximately 19,343.4437 hectares were secured for inclusion into the national park system, significantly exceeding the planned target. Management effectiveness assessments across national parks and marine protected areas confirmed that the majority of conservation areas are meeting required performance thresholds. The organisation also maintained a rhino population of 2,956 animals across national parks, exceeding the established benchmark and reinforcing its ongoing commitment to species conservation and protection.

Tourism performance remained a central contributor to SANParks' financial sustainability. The organisation recorded a total of 6,831,333 visitors during the 2025/2026 financial year, representing a 5.6% increase compared to the previous year. This growth in visitation translated into strong revenue performance, with total revenue increasing by 10.3% to R2.839 billion, compared to R2.420 billion in the prior year. Improvements in accommodation occupancy and customer satisfaction further reflect the strengthening of the organisation's tourism offering and the continued recovery and growth of the sector.

Progress in socio-economic transformation and inclusive conservation remained a key component of SANParks' delivery model. The organisation created 3,095 full-time equivalent work opportunities through the Expanded Public Works Programme, exceeding its annual target. Participation levels remained strong across designated groups, with youth accounting for 63% of opportunities, women 60%, and persons with disabilities 7%. In addition, procurement expenditure directed to designated groups reached 94.65%, significantly exceeding the target and demonstrating continued progress in advancing transformation objectives.

Further progress was achieved in enterprise development and community support. During the year, 78 biodiversity economy enterprises were supported, significantly above target, while 329 beneficiaries received training through targeted programmes. A total of 1,166 schools accessed national parks for educational purposes, and 49 bursaries were awarded to community beneficiaries. Corporate social investment programmes were also expanded, contributing to improved access to opportunities and strengthening SANParks' social licence to operate.

The organisation continued to invest in its institutional capability. Representation of women in management reached 44%, exceeding the annual target, while representation of persons with disabilities was maintained at 1.4%. Investment in skills development amounted to 2.1% of payroll, equivalent to approximately R30 million, with 75% of employees participating in development programmes. These indicators reflect ongoing efforts to build a capable, inclusive, and high-performing organisation able to respond to evolving operational demands.

While overall performance remained strong, certain areas require continued attention. Resource mobilisation reached approximately R129 million against a target of R180 million, and some governance-related corrective actions remained outstanding at the end of the reporting period. In addition, the implementation of selected sustainability and renewable energy initiatives experienced delays. These matters will form part of targeted management focus during the 2026/2027 financial year to ensure improved performance consistency and organisational resilience.

Overall, the 2025/2026 financial year reflects a positive and strengthening performance trajectory for SANParks. The improvement in overall organisational performance demonstrates the organisation's ability to sustain delivery while advancing a more inclusive and integrated conservation model.

Looking ahead, SANParks will continue to prioritise strengthening biodiversity conservation at landscape scale, enhancing financial sustainability, expanding inclusive economic participation, and improving organisational effectiveness and climate resilience. The progress achieved during the year affirms the value of a conservation approach that integrates environmental stewardship with socio-economic development and shared prosperity.

I extend my sincere appreciation to the Minister, Deputy Ministers, the Department of Forestry, Fisheries and the Environment, the Board, the SANParks Executive Committee and all our colleagues, communities, partners, donors, visitors, and stakeholders whose continued support enables SANParks to deliver on its mandate.



Ms Hapiloe Sello

Chief Executive Officer

BOARD



MS BERYL FERGUSON
Interim Chairperson of the Board



MR THOMAS BOUWER



MR ASHLEY LATCHU



MR RAYMOND MABOE



DR SIBONGILE MASUKU



MS GOITSEMANG MATHEBULA



CHIEF LIVHUWANI MATSILA



MS FLORA MOKGOHLOA



MR MOKGEMA MONGANE



MS HULISANI MUSHIANE



MS RACHEL NXELE



MS CATHERINE WARBURTON

EXECUTIVE COMMITTEE

SANPARKS BOARD



Chief Executive Officer
Ms Hapiloe Sello



Chief Audit Executive
Mr Lutendo Makhadi



Acting Chief Operating Officer
Ms Irene Sinovich



Acting Chief Financial Officer
Ms Khethiwe Silubane



ME: Conservation Services
Dr Howard Hendricks



ME: Parks
Mr Property Mokoena



ME: Kruger National Park
Mr Oscar Mthimkhulu



ME: Tourism Development and Marketing
Ms Kaula Mphaphuli

Head: Office of the Chief Executive Officer
Vacant



Head: Communications & Spokesperson
Mr JP Louw



Head: Socio Economic Transformation
Ms Skumsa Ntshanga



Acting Head: Human Capital Management
Ms Azia Nxumalo



Head: Governance, Risk and Compliance
Ms Nnaniki Rampedi

STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY OF THE ANNUAL REPORT

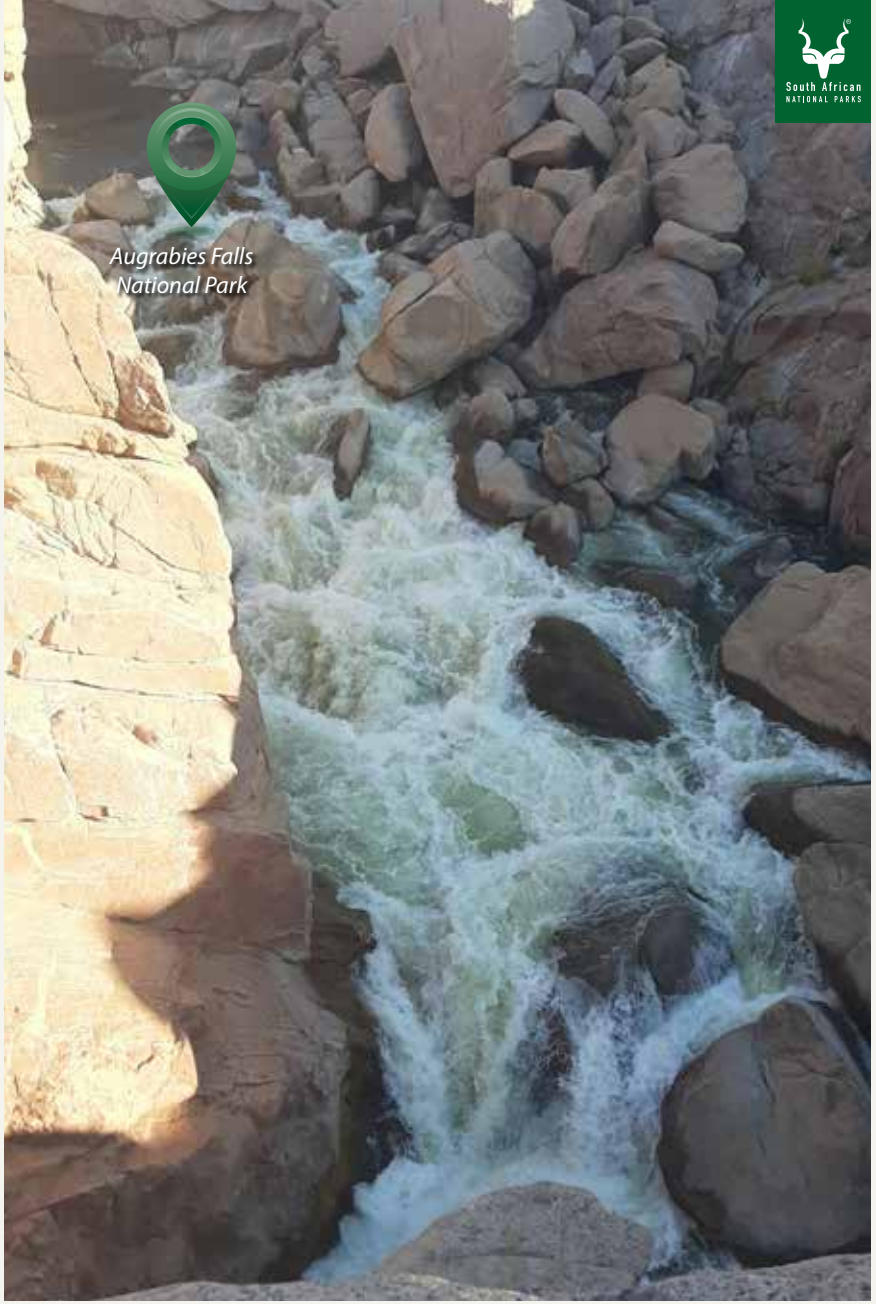
To the best of my knowledge and belief, I confirm the following:

- All information and amounts disclosed in the Annual Report are consistent with the annual financial statements audited by the Auditor-General of South Africa.
- The Annual Report is complete, accurate and free from any omissions.
- The Annual Report has been prepared in accordance with the guidelines issued by National Treasury.
- The annual financial statements (Part F) have been prepared in accordance with the standards applicable to the public entity.
- The Accounting Authority is responsible for the preparation of the annual financial statements and for the judgements made in this information.
- The Accounting Authority is responsible for establishing and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the annual financial statements.
- The external auditors are engaged to express an independent opinion on the annual financial statements.

In our opinion, the Annual Report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the public entity for the financial year ended 31 March 2026.

Chief Executive Officer SANParks
Name: Ms Hapiloe Sello
Date: 31 July 2026

Interim Chairperson of the Board
Name: Ms Beryl Ferguson
Date: 31 July 2026



Waterfall At Augrabies Falls National Park

STRATEGIC OVERVIEW

OUR VISION

A future where people and nature thrive together in sustainable Mega Living Landscapes

OUR MISSION

To conserve, expand and sustainably manage South Africa's natural and cultural assets, for the well-being of present and future generations, through innovation and inclusive partnerships with communities.

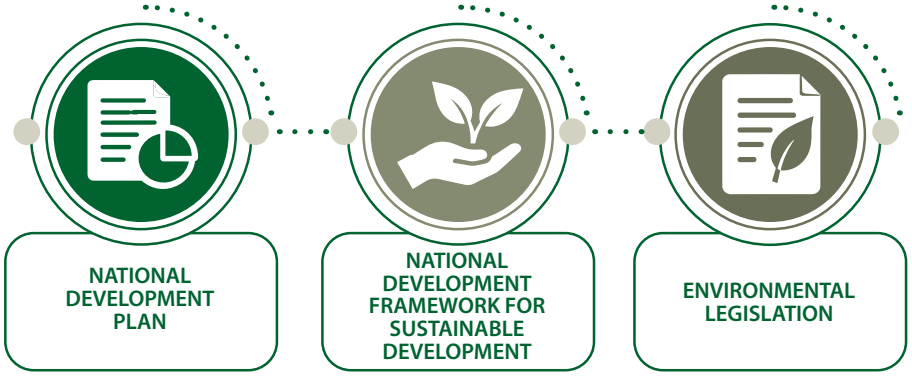
CORPORATE VALUES

The values below have been adopted by SANParks as guiding principles that shape and govern the behaviour, actions, and decision-making of all employees.

Integrity | Collaboration | Transparency

Respect | Accountability | Innovation | Leadership

LEGISLATIVE AND OTHER MANDATES



As a leading conservation authority, SANParks is a public entity under the jurisdiction of the Department of Forestry, Fisheries and the Environment (DFFE), which champions inclusive conservation (as opposed to previous policies of exclusion) that is central to advancing the policies in line with the National Development Framework for Sustainable Development and the National Development Plan.

The SANParks of today is recognised as a world leader in conservation and protected-area management. In the last two decades, seven new national parks have been established, totalling over 700,000 ha, with most of these in the under-conserved biomes such as the succulent karoo and fynbos.

The National Environmental Management: Protected Areas Act (Act 57 of 2003) (NEM:PAA) mandates SANParks to create destinations for nature-based tourism in a manner that is not harmful to the environment. SANParks generates 80% of its operating budget from its ecotourism business, fulfilling its conservation mandate, and therefore relies heavily on thriving and sustainable tourism operations.

CONSTITUTIONAL MANDATE

Section 24(b) of the Constitution of the Republic of South Africa (Act 108 of 1996) underpins the SANParks mandate, which states that:

Everyone has the right –

a. To an environment that is not harmful to their health or well-being; and
b. To have the environment protected for the benefit of present and future generations through reasonable legislative and other measures that:
    i. prevent pollution and ecological degradation;
    ii. promote conservation; and
    iii. secure ecologically sustainable development and use of natural resources, while promoting justifiable economic and social development.

LEGISLATIVE AND POLICY MANDATES

SANParks was initially established in terms of the now repealed National Parks Act (Act 57 of 1976) and continues to exist in terms of the National Environmental Management: Protected Areas Act (Act 57 of 2003) with the mandate to conserve, protect, control, and manage national parks and other defined protected areas and their biological diversity (biodiversity).

As a public entity, SANParks is also governed by the Public Finance Management Act (Act 1 of 1999 as amended by Act 29 of 1999) (PFMA), and it is listed as a Schedule 3, Part A (National Public Entities). In accordance with revised Treasury Regulations sections 5 and 30, issued in terms of the PFMA, to provide the necessary legal basis for implementation of the Framework for Managing Programme Performance Information, SANParks is required to submit a five-year strategic plan, ideally subsequent to every national election cycle, that is based on and linked to the identified priority outcomes of the Cabinet, captured in the MTSF. This strategic plan requires approval by the DFFE Ministry as the executive authority.

RELEVANT COURT RULINGS

As of the previous Medium-Term Strategic Framework (MTSF) period, there are no court rulings that may have had a significant impact on SANParks' ongoing operations and/or service delivery obligations.



The Stylised Face Of A Kudu With Its Magnificent, Curved Horns Was Adopted As The Face Of South African National Parks

ORGANISATIONAL ENVIRONMENT

VISION

A FUTURE WHERE PEOPLE AND NATURE THRIVE TOGETHER IN SUSTAINABLE MEGA LIVING LANDSCAPES

IMPACT STATEMENT

SUSTAINABLY CONSERVED NATURAL HERITAGE ASSETS, SUPPORTING SHARED LOCAL ECONOMIC GROWTH AND ENSURING ACCESSIBLE AND INCLUSIVE, SOCIO-ECONOMIC GROWTH AND BENEFITS FOR A RESILIENT FUTURE

OUTCOME

OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4	OUTCOME 5	OUTCOME 6
Sustainable and integrated conservation of land- and seascapes, promoting biodiversity, habitat protection, and cultural heritage within interconnected ecosystems	Sustainable and inclusive economic growth by fostering a resilient, biodiversity-driven economy that creates equitable opportunities, enhances local livelihoods, and preserves natural ecosystems for future generations	Regenerative tourism that has a net positive impact on the environment	Social licence and legitimacy through collaborative governance and inclusive conservation	Organisational agility and innovation to manage integrated landscapes and drive impact	Sustainability and resilience integrated across operations and conservation performance metrics

KEY RESULT AREAS

1.1 Land inclusion towards integrated landscapes
1.2 Effective and efficient management of integrated landscapes
1.3 Sustainable populations of species of special concern monitored, maintained and/or recovered across integrated landscapes
1.4 Degraded ecosystems rehabilitated across landscapes
1.5 Improved management of cultural heritage across integrated landscapes

KEY RESULT AREAS

2.1 Biodiversity economy implemented towards transformation across the integrated landscapes
2.2 Targeted procurement from designated groups

KEY RESULT AREAS

3.1 Improved tourism performance
3.2 Community integration in tourism
3.3 Regenerative environmental and cultural practices

KEY RESULT AREAS

4.1 Increased access to education and skills development opportunities
4.2 Sustained corporate social investment towards community development
4.3 Land reform and co-management

KEY RESULT AREAS

5.1 Financially sustainable organisation
5.2 Adaptive governance and digital transformation
5.3 People centered organisation

KEY RESULT AREAS

6.1 Climate change vulnerability reduced, and climate resilience improved

South African NATIONAL PARKS

ENABLERS

CORPORATE FORM/LAW REFORM AND POLICY | RESEARCH AND INNOVATION | INFRASTRUCTURE | SUSTAINABLE FUNDING MODELS | SECTOR SKILLS DEVELOPMENT | INTEGRATED INDIGENOUS KNOWLEDGE SYSTEMS



Panelists During Break Away Session At 2025 Vision 2040 Indaba

INTRODUCTION: REPOSITIONING INCLUSIVE CONSERVATION IN SOCIETY

In September 2024, SANParks launched its 15-year Vision 2040, charting a path from a traditional fortress conservation approach towards a more inclusive and collaborative model. The plan was shaped through an extensive national consultation process involving more than 1,600 stakeholders from government, communities, academia, business, conservation organisations and civil society. This collaborative effort produced a shared framework for the future of conservation in South Africa, grounded in partnership, inclusivity and long-term sustainability.

The 2025/2026 financial year marked the start of this strategic journey under the theme 'Repositioning for Inclusive Conservation'. The organisation began transitioning towards an integrated landscape approach that recognises protected areas as part of broader social, ecological and economic systems. Central to this approach is the belief that conservation outcomes are enhanced through shared stewardship and meaningful collaboration among communities, government, the private sector and civil society.

Progress during the year was reflected in strengthened co-management arrangements, the incorporation of communal land into protected area networks, the expansion of biodiversity economy initiatives, the growth of regenerative tourism, and greater participation by youth, women and historically marginalised groups in conservation-related opportunities.

Stakeholder engagement remained a cornerstone of this transition. The inaugural Vision 2040 Indaba, held in September 2025, convened more than 250 representatives from government, traditional leadership, academia, civil society and the private sector. The gathering reinforced SANParks' commitment to people-centred conservation and produced a set of short- and medium-term commitments focused on policy reform, conservation expansion, social cohesion, skills development and inclusive economic growth, further embedding the principles of Vision 2040 into the organisation's future direction.

INTEGRATED MEGA LIVING LANDSCAPES

SANParks continues to reposition conservation towards a more inclusive, landscape-based approach through the implementation of Mega Living Landscapes (MLLs), translating long-term conservation strategy into practical, coordinated action at the landscape level. The four priority landscapes are the Augrabies Namaqua, Greater Kruger, Greater Grasslands, and Greater Addo MLLs.

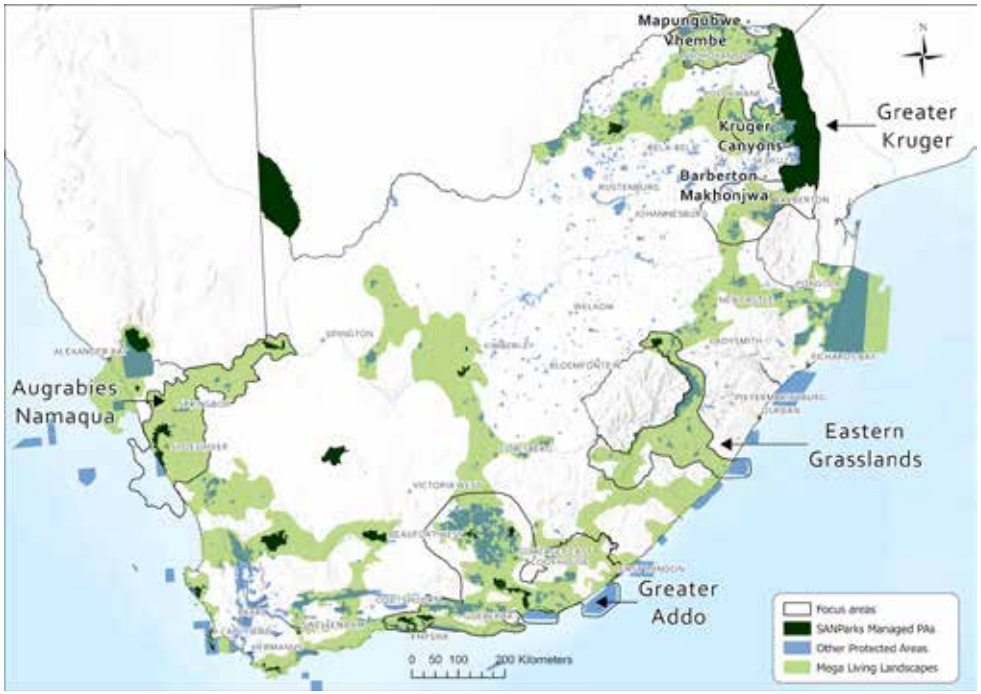


Figure 1: Map Of The Mega Living Landscapes

The MLL institutional mechanisms and governance structures seek to support long-term conservation and development outcomes. Inclusive economic growth and social cohesion are central to this approach by improving access to finance, markets, and economic opportunities for surrounding communities. The MLL approach also aims to demonstrate measurable conservation impact through the expansion of the conservation estate and the effective management of species and ecosystems, while strengthening capable conservation management institutions, communities of practice, as well as conservation capacity and skills development to ensure long-term sustainability. A key milestone during the period under review was the securing of funding from the eighth replenishment of the GEF and the GBFF to advance the implementation of MLLs in three priority areas, namely Greater Kruger, Greater Grasslands and Greater Addo MLLs.

INCLUSIVE CONSERVATION THROUGH COMMUNAL LAND INTEGRATION

Significant progress was achieved within the Greater Grasslands MLL, particularly through the proposed declaration of the Grasslands National Park (GNP), which is anticipated for 2026. While the initial declaration of land focused primarily on privately owned land, ongoing efforts are directed towards incorporating communal land into the protected area network. In this regard, approximately 62,000 hectares of communal land have been proposed for declaration as a Protected Environment, representing a significant milestone in community-based conservation, shared stewardship, and SANParks' commitment to advancing inclusive conservation.

ADVANCING INCLUSIVE CONSERVATION THROUGH CO-MANAGEMENT PARTNERSHIPS

Historically, conservation efforts in South Africa often excluded local communities from decision-making processes and the associated socio-economic benefits, resulting in protected areas that were ecologically rich but socially disconnected. SANParks' inclusive conservation approach seeks to address this legacy by positioning land inclusion as a vehicle for equity, shared governance and socio-economic development.

This transition is being implemented through mechanisms such as contractual national parks, co-management agreements, stewardship arrangements and the promotion of biodiversity-compatible land uses. These instruments broaden participation in conservation while supporting long-term environmental sustainability, with a particular focus on engaging communal and black private landowners.



Handover Of Title Deeds To Dithaveng Communal Property Association



Deputy Minister Of Land Reform & Rural Development Mr Stanley Mathabatha And The Minister Of Forestry, Fisheries And The Environment Mr Willie Aucamp, Premier Of The Northern Cape Province Dr Zamani Saul, And A Member Of The Dithabeng CPA During Handover Of The Tittle Deeds To Dithabeng Communal Property Association

A key milestone during the year was the signing of a co-management agreement with the Dithabeng Communal Property Association (CPA). The agreement, which covers approximately 1,816 hectares associated with the Golden Gate Highlands National Park (GGHNP) and contributes to redressing historical inequities, directly benefits 36 households from the Dithabeng community, providing opportunities to participate in the management of the conservation area and to benefit from activities undertaken both within and beyond the park boundaries.

BENEFIT SHARING AND ENTERPRISE DEVELOPMENT

During the review period, SANParks strengthened efforts to promote equitable community participation in the biodiversity economy, ensuring that conservation landscapes contribute meaningfully to local livelihoods, enterprise development and inclusive economic growth. This approach seeks to position biodiversity as both an ecological and socio-economic asset, creating sustainable opportunities for communities while safeguarding natural resources and community rights.

To unlock biodiversity-based economic opportunities, SANParks supported community enterprises through participation in strategic exhibitions and industry platforms. For the first time, eco-tourism small, medium and micro enterprises (SMMEs) from communities adjacent to national parks and MLLs were supported to exhibit at the Africa Tourism Indaba and the SANParks Vision 2040 Indaba. These enterprises showcased a diverse range of products and services from across multiple provinces, including accommodation establishments, outdoor adventure experiences, wildlife-based activities, cultural tourism offerings and guided tour services, helping to expand market access and visibility for community-owned businesses.

CORPORATE SOCIAL INVESTMENT AS A DRIVER OF INCLUSIVITY

At a community level, transformation outcomes are reflected through Corporate Social Investment (CSI) and biodiversity economy programmes that directly benefit different communities. Furthermore, 1% of SANParks' tourism levy on accommodation bookings is allocated to support and improve the livelihoods of communities adjacent to national parks through the CSI programme, which forms a critical component of SANParks' socio-economic transformation agenda. These initiatives aim to address immediate community needs while contributing to long-term resilience, sustainability, and development, with interventions focused on food security, water access, skills development, greening initiatives, community-based livelihood support, and small-scale fisheries projects across multiple regions.

Complementary agricultural initiatives, including the Gingirikani project near the Kruger National Park, sought to support livelihoods, strengthen food security and promote small-scale enterprise development. Through targeted interventions such as infrastructure support, strategic partnerships and improved market access, these programmes help connect conservation with tangible socio-economic benefits, reinforcing SANParks' commitment to sustainable community development and shared prosperity in landscapes surrounding protected areas.



SANParks Staff And Community Members Participate In Gingirikani Greening For Food Security Project Near Kruger National Park, Promoting Sustainable Agriculture, Food Security And Community Livelihoods



The Hondeklip Bay Small-Scale Fishers Support Project In Namaqua National Park Provides A Structured Youth Development Pathway That Promotes Community-Based Fishing And Strengthens Local Linkages To Sustainable Marine Resource Use

INCLUSIVE WILDLIFE ECONOMY PROGRAMME

SANParks pursued biodiversity economy programmes that include the wildlife economy, bioprospecting, ocean economy, and community-based eco-tourism. These initiatives are designed to drive socio-economic transformation by creating beneficiation opportunities for communities and emerging players in the wildlife and eco-tourism sectors. Securing social licence and legitimacy in the landscapes where SANParks operates is recognised as a critical success factor for achieving the organisation's long-term strategic shift. Accordingly, the medium-term development planning period will place strong emphasis on building trust, empowering communities, and embedding inclusive conservation practices that ensure biodiversity protection is both socially legitimate and economically transformative.

The wildlife economy remains a key entry point for community and emerging game farmer participation in conservation-linked economic activities, supporting the repositioning of inclusive conservation in society by enabling equitable access to biodiversity resources. It contributes to both livelihood development and the expansion of community participation in conservation-linked value chains.

Building on the foundation of Window 2, Wildlife Economy Window 3 (2026) has been launched, with a stronger emphasis on structural transformation, asset ownership, long-term equity, and expanded participation of women and youth. This integrated approach strengthens enforcement while enabling fair and sustainable economic participation in the wildlife programme.

PROMOTING INCLUSIVE CONSERVATION THROUGH BIOPROSPECTING

SANParks continued to advance inclusive conservation through bioprospecting initiatives that connect biodiversity conservation with indigenous knowledge, community participation and local economic development. Initiatives such as the Kei Apple Project, Lala Palm Project, sustainable flower harvesting in Agulhas National Park, and the Traditional Healers Support Programme demonstrate a progression from sustainable use of biological resources towards value-added production, enterprise development and market participation.

These initiatives reinforce the role of conservation in creating tangible benefits for communities while supporting the sustainable utilisation of biodiversity resources. Through Access and Benefit-Sharing frameworks, communities are recognised as custodians and holders of traditional knowledge and are enabled to derive both monetary and non-monetary benefits from its responsible use. In this way, bioprospecting contributes to repositioning conservation as a platform for inclusive socio-economic development, while strengthening the relationship between biodiversity protection, cultural heritage, livelihoods and community wellbeing.

DIVERSIFIED TOURISM PRODUCTS FOR INCLUSIVITY

Under the objective of diversifying tourism products to enhance visitor experiences, broaden access and advance inclusivity, SANParks continued to reposition conservation as a platform that creates meaningful social, economic and recreational value for a wider range of South Africans and visitors. This was demonstrated through the development and enhancement of tourism infrastructure and visitor offerings, including the Kgodumodumo Dinosaur Interpretation Centre in Golden Gate Highlands National Park, the Tsitsikamma Restaurant Precinct, and the Agulhas Lighthouse Development. Further progress was achieved through the rollout of retail, restaurant and integrated concession opportunities across major parks, while the operationalisation of the zipline at Golden Gate Highlands National Park introduced a new adventure experience, contributing to a more diverse and inclusive tourism offering.

These interventions support the broader repositioning of inclusive conservation by making national parks more accessible, relevant and responsive to diverse visitor interests, while creating opportunities for participation and economic inclusion.



SANParks Chief Executive Officer, Ms Hapiloe Sello At The Launch Of Kgodumodumo Dinosaur Interpretation Centre in Golden Gate Highlands National Park

STRATEGIC PARTNERSHIPS ADVANCING INCLUSIVE CONSERVATION

SANParks strengthened its repositioning towards inclusive conservation through strategic partnerships with government, the private sector, NGOs and community structures within priority MLLs. These collaborations supported stronger governance and were formalised through key agreements with institutions such as the National Youth Development Agency and the People and Parks National Committee. Together with support from other partners, they have strengthened structured collaboration, shared accountability and the long-term sustainability of community-based initiatives.

Having recognised that lack of access to finance and markets is a critical barrier to small business sustainability, SANParks expanded its Enterprise and Supplier Development partnership with SANLAM across all national parks following a successful pilot in the Kruger National Park (KNP). Additional partnerships with Youth Employment Services (YES) and the Africa Leadership University have bolstered youth employment and leadership capacity within the conservation sector across the national parks.

Through the SANParks–YES partnership, unemployed youth have been appointed in the KNP and Table Mountain National Park (TMNP), while SANParks graduate interns have been registered with the YES programme.

A partnership with the Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA) has accelerated skills development in tourism and conservation through targeted programmes such as the Eco-Rangers and Field Guiding initiatives. These aim to enhance biodiversity stewardship, enterprise development, and inclusive economic participation. The SANParks–CATHSSETA partnership focuses on two high-impact projects targeting unemployed youth from communities adjacent to national parks.

SANParks Strategic Partnerships Advancing Inclusive Conservation



COMMUNITY PUBLIC-PRIVATE PARTNERSHIP

SANParks approved the Community Public-Private Partnership (CPPP) Collaboration Framework as an institutional model for inclusive and collaborative public-private partnerships, marking a shift from development to implementation readiness. The framework aims to integrate conservation, tourism development, and socio-economic transformation by enabling meaningful community participation and ownership in PPP initiatives, aligned with Vision 2040 and the MLLs approach.

The focus has now moved to implementation through pilot projects and operational mechanisms to deliver community participation, enterprise development, job creation, as well as conservation and tourism outcomes. The PPP model is described as effective and scalable, with strong multiplier effects, supporting long-term sustainability, resilience, and competitiveness while mobilising private investment, strengthening governance, and improving integration between parks and surrounding communities.

STRATEGIC PILLARS SUPPORTING INCLUSIVE CONSERVATION

SANParks adopted and commenced the implementation of its six strategic pillars as the foundation for driving its long-term transition towards inclusive conservation. Embedded within the 2025/2026 (APP), the pillars were translated into measurable outcomes, key result areas, outputs, and targets to ensure strategic alignment between policy direction and operational delivery.

Collectively, the pillars provide an integrated framework for repositioning conservation towards a more people-centred, equitable, and sustainable model that strengthens ecological resilience while expanding socio-economic inclusion. The six strategic pillars are outlined below:

1. **Sustainable and Integrated Conservation of Landscapes and Seascapes:** Promoting biodiversity, habitat protection, and cultural heritage within interconnected ecosystems.
2. **Inclusive Economic Growth through Biodiversity and Conservation-Linked Opportunities:** Unlocking the economic potential of biodiversity to support job creation, enterprise development, and poverty reduction.
3. **Regenerative Tourism:** Ensuring tourism has a net positive impact on ecosystems, heritage, and local livelihoods.
4. **Social Licence and Legitimacy:** Building trust through collaborative governance, co-management, and inclusive conservation practices.
5. **Organisational Agility and Innovation:** Strengthening SANParks' internal capacity, financial sustainability, and responsiveness to complex landscapes and emerging challenges.
6. **Sustainability, Resilience, and Climate Responsiveness:** Integrating climate adaptation, green energy, and resource efficiency across all operations and conservation performance metrics.

These pillars are fully integrated into SANParks' APP, ensuring measurable progress toward inclusive, resilient, and thriving landscapes.



Golden Gate Highlands National Park Black Wildebeest Grazing



B

Part B
PERFORMANCE INFORMATION

HIGHLIGHTS OF INSTITUTIONAL PERFORMANCE

SANParks is proud to present the 2025/2026 Annual Performance Report that highlights progress against the APP. The report reflects both achievements and areas requiring targeted intervention across the predetermined Key Result Areas outlined in the 2025/2026 SANParks APP. The year under review marked the first year of implementing the five-year 2025–2030 Strategic Plan. It also represented the initial phase of SANParks' repositioning towards realising its bold and transformative five-year journey to inclusive conservation.

In the 2025/2026 financial year, overall performance improved to an average of 90%, marking a notable milestone as the highest performance achieved in the past five financial years. This surpasses the previous range of 86–88% that had characterised past performance.

Reaching 90% for the first time demonstrates strengthened delivery across outcomes and projects, reflecting improved efficiency, resilience, and alignment with strategic objectives. This upward trend signals that despite financial constraints and operational challenges, the organisation has managed to consolidate gains and push performance beyond its historical ceiling, setting a new benchmark for future years.

CONSERVATION MANAGEMENT

Conservation management lies at the heart of SANParks' mandate and encompasses the integrated stewardship of South Africa's protected areas to safeguard biodiversity, ecological integrity, and natural heritage for present and future generations. It involves balancing the protection and restoration of ecosystems with sustainable tourism, scientific research, infrastructure development, and community partnerships to ensure that national parks remain resilient, productive, and capable of delivering ecological, social, and economic benefits.

LAND INCLUSION

SANParks' Land Inclusion Programme seeks to establish and expand the national parks system in a manner that reflects South Africa's biodiversity, landscapes, and associated



Namaqua National Park Flower Season

cultural heritage assets, while strengthening regional conservation linkages. During the 2025/2026 financial year, SANParks secured a total of 19,343.3531 hectares for inclusion across seven national parks, exceeding the target of 12,000 hectares by 7,343 hectares. This achievement aligns with the national Protected Area Expansion Strategy and contributes to the global 30x30 biodiversity targets under the Kunming–Montreal Global Biodiversity Framework and the SANParks Vision 2040. A significantly larger portion, 18,821.4589 hectares, was incorporated through contractual inclusion mechanisms across Augrabies Falls, Garden Route National Park (GRNP), Agulhas, and TMNP.

GRASSLANDS NATIONAL PARK

The establishment of the GNP progressed, with 18 participating private landowners collectively contributing 24,106 hectares. Notably, 11 of these landowners are black private landowners, potentially contributing 4,979 hectares. These initiatives mark an important shift towards inclusive, community-based conservation and transboundary landscape management. Five of the 18 properties, covering 10,226 hectares, have been included in the first phase of the park's declaration and are currently undergoing the public participation process. The notice of intention to declare the park was published by the DFFE on 8 October 2025, with the formal declaration expected to be gazetted in 2026.

SPECIES OF SPECIAL CONCERN

Monitoring of species of special concern demonstrates the value of science-based management.

African Penguin

For the African Penguin, a critically endangered species, SANParks has strengthened its approach through the establishment of population thresholds, improved monitoring of breeding success, and responsive management to extreme environmental events. These efforts are aligned with the African Penguin Biodiversity Management Plan and are supported by strong collaboration with multiple partners.

SANParks Honorary Rangers, Southern African Foundation for the Conservation of Coastal Birds (SANCCOB), and PUBG MOBILE have formed a partnership that integrates scientific management, volunteer support, rehabilitation expertise, and digital awareness platforms. Key initiatives included the release of 13 rehabilitated penguins at Boulders and a public awareness walk/run event along the Sea Point Promenade in Cape Town.

Cycad Management

Ex-situ rehabilitation of confiscated *Encephalartos horridus* specimens was undertaken at Addo Elephant National Park (AENP). These cycads are being carefully maintained to allow full recovery from uprooting, with a recommended establishment period of three to five years to ensure root development and long-term survival. Monitoring indicates that juvenile cycads are particularly vulnerable to threats such as fire, herbivory, and slow growth rates.

Rhino Management

Through its diverse system of national parks, SANParks plays a critical role in conserving South Africa's southern white rhinoceros (*Ceratotherium simum*) and black rhinoceros populations, including the South Central (*Diceros bicornis minor*) and South-western (*Diceros bicornis bicornis*) subspecies.

Species management remained a priority, with the managed rhino population reaching 2,956 animals, exceeding the target of 2,600 across parks. However, poaching pressure around park boundaries remains a significant concern, underscoring the ongoing vulnerability of these populations. Notably, Ranger Services has been capacitated by filling vacancies, supported by the necessary training. This assisted in maintaining a high level of operational readiness through continued investment in technology and law enforcement capacity. Significant progress was achieved in the procurement and deployment of priority surveillance technologies, which strengthened monitoring and early-warning capabilities.

Joint enforcement operations conducted in collaboration with the South African Police Service (SAPS), the South African National Defence Force (SANDF), and traffic authorities remained a strategic priority to combat illegal firearms and poaching related activities. These measures targeted high-risk entry points.

DEGRADED ECOSYSTEMS REHABILITATION ACROSS INTEGRATED LANDSCAPES

Rehabilitation of degraded ecosystems involves restoring ecological functionality, biodiversity, and resilience within the protected area. Alien invasive plant clearing projects were implemented in all national parks, Kruger to Canyons (K2C) and Integrated Zones. Planned initial and follow-up clearing targets were exceeded. This involved a focus on follow-up clearing to secure the investment made to remove alien invasive plants over the past 28 years and to actively remove new infestations of Parthenium and Pom-pom weed.

The emergence of new infestations of Parthenium in KNP contributed to higher than planned initial clearing. This increase is associated with the higher rainfall and the rapid spread of species under favourable growing conditions, necessitating an expanded initial clearing response. Rehabilitation of degraded ecosystems progressed well, with 122,230 hectares of invasive plant species cleared under the Expanded Public Works Programme (EPWP), surpassing the target by 21,969 hectares.

Despite implementation challenges, which included project delays and environmental events such as flooding in the KNP and Agulhas National Park that affected access to rehabilitation sites, all planned wetland rehabilitation targets for the year were achieved. This achievement reflected good operational management and adaptability in the face of adverse conditions, ensuring that commitments were met within the reporting period.

During the year under review, SANParks strengthened ecosystem resilience through the rehabilitation of 24 wetlands while simultaneously creating socio-economic opportunities for neighbouring communities. The EPWP employed 7,595 participants drawn from communities adjacent to national parks, generating 711,880 person-days of work. In addition, 441 SMMEs benefited from programme and project-related opportunities, receiving a combined R157 million in support through contracted activities. Although these interventions continued to deliver important livelihood and enterprise development benefits, demand for employment opportunities exceeded availability in some areas, resulting in community concerns regarding access to work opportunities.



Parthenium Spraying In Kruger National Park

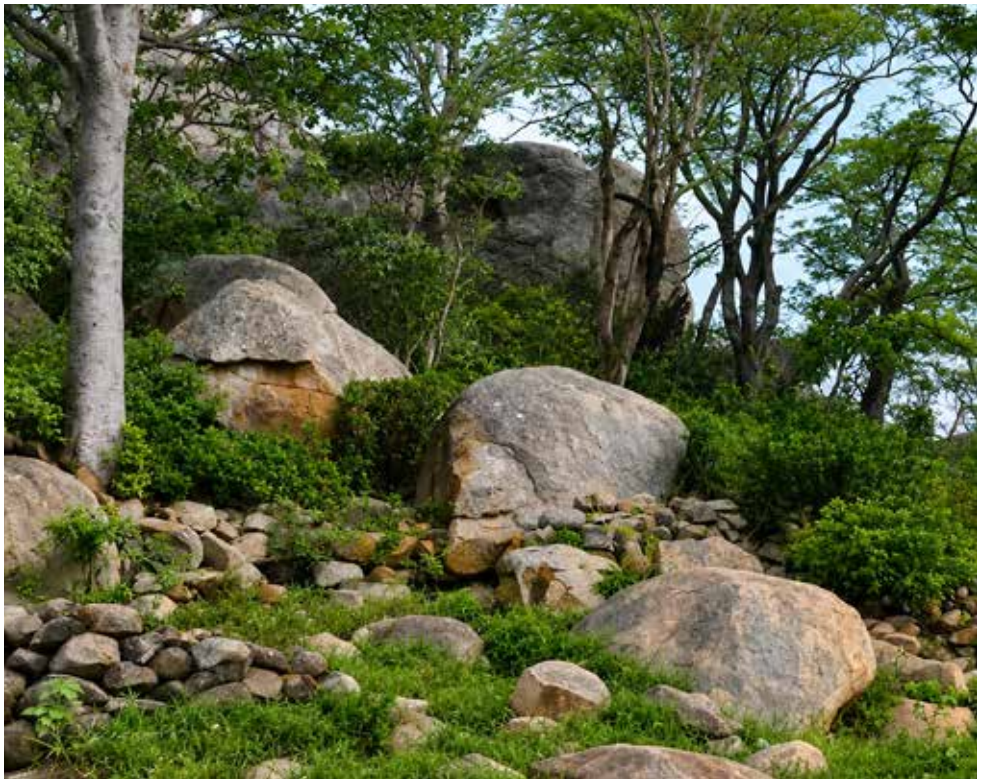
MANAGEMENT EFFECTIVENESS TRACKING TOOL

The Management Effectiveness Tracking Tool (METT) assessment is conducted biennially across national parks. During the 2025/2026 financial year, METT assessments were undertaken across 20 SANParks National Parks and six Marine Protected Areas (MPAs) to evaluate management effectiveness and conservation performance. The annual target was set at 95% of national parks and 66% of MPAs to achieve a score of ≥67%. Performance surpassed expectations, with 100% (20/20) of national parks and 83% (5/6) of MPAs having achieved a METT score of 67%.

These results reflect strong management effectiveness across the conservation estate and demonstrate continued progress in strengthening ecosystem stewardship and operational performance.

CULTURAL HERITAGE

The launch of the Heritage App, featuring 200 sites with descriptions and images, brought digital innovation to heritage interpretation. Memorialisation also advanced with the Kx'u Saa Memorial in Tankwa-Karoo, honouring a woman from the 15th–17th century, while new heritage site declarations recognised the Dinosaur Nestling site at Golden Gate and progressed nominations for Chief Chungwa's memorial and Mountain Zebra rock art. Together, these initiatives demonstrate SANParks' commitment to repositioning conservation through the recognition, protection and promotion of cultural heritage.



Stone Walk Shilowa At Kruger National Park

TOURISM PERFORMANCE

ACCOMMODATION OCCUPANCY AND VISITORS TO THE PARKS

Tourism performance remained strong during the reporting period, despite severe weather events in January 2026 that resulted in temporary accommodation and road closures in KNP. SANParks achieved an Accommodation Unit Occupancy rate of 68.2%, up from 66.8% in the previous financial year. This represents growth of 2.1%, exceeding the annual target increase of 0.5% by 1.6 percentage points.

Visitor numbers also continued to recover strongly. The 6,831,333 visitors, compared to 6,233,184 in the previous year, represent a 9.6% increase and 5.6% above the annual target of 4%. Positive tourism outcomes were further supported by several G20-related meetings hosted at KNP in July 2025, which contributed to increased visitor activity and destination visibility.

PUBLIC-PRIVATE PARTNERSHIPS

Public-Private Partnerships (PPP) continued to demonstrate strong performance and strategic value in advancing sustainable tourism, financial sustainability, and socio-economic transformation. During the 2025/2026 reporting period, PPPs generated a record income of R277 million, reflecting a 17.34% increase from the previous high and confirming a sustained upward trajectory in revenue generation.

There is a clear and growing shift in market demand beyond traditional accommodation-led lodge concessions and standard retail, restaurant, and kiosk models. Increasingly, visitors are seeking experiential and activity-based offerings, with adventure tourism and outdoor experiences such as trails, guided hikes, bush braais, spa experiences, zip lines, water-based activities (including canoeing and cruise dining), and conservation-focused corporate events. Sports events are emerging as a key growth segment.

In response to this trend, SANParks has begun diversifying its PPP portfolio to include these experiential tourism products. Recent initiatives include the launch of spa offerings at KNP and AENP, bush braai facilities, and the operationalisation of the Zipline activity at GGHNP.

During the period under review, nine diverse and sustainable tourism products were approved against a target of eight. This overachievement resulted from the early approval of diverse and sustainable tourism projects, leading to Q2 and Q3 targets being exceeded.



Zipline Activity At Golden Gate Highlands National Park

COMMUNITY PUBLIC PRIVATE PARTNERSHIP COLLABORATION FRAMEWORK

During the year under review, SANParks approved the CPPP, formally endorsing it as an institutional framework for inclusive and collaborative PPPs within SANParks. This approval represents a major organisational milestone, signalling a transition from framework development to implementation readiness.

The CPPP Collaborative Framework marks a significant shift in its approach to conservation and tourism that seeks to integrate conservation priorities with socio-economic development by harnessing the combined strengths of public institutions, private investors, and local communities. Importantly, the framework moves beyond traditional "benefit sharing" toward "restorative justice," acknowledging land claims within partnership structures where relevant.

GRADING OF TOURISM ESTABLISHMENTS

During the 2025/2026 financial year, the Hospitality Services and Standards function focused on strengthening operational alignment, improving service consistency, and enhancing guest experiences across SANParks tourism facilities. Key initiatives included increased engagement between Head Office and park-level operations, collaborative support for Hospitality Services Managers and park management teams, and the implementation of structured consultation and problem-solving processes. The function also advanced its transition from a compliance-focused role to a hospitality support and operational enablement function through operational support visits, pre and post-grading assessments, strategic tourism engagements, a national alignment workshop, and the review and modernisation of hospitality frameworks.

A total of 126 establishments were assessed by the Tourism Grading Council of South Africa (TGCSA), exceeding the target of 75 grading assessments by 51. This overachievement was made possible by the availability of additional assessors and increased budget allocations. Importantly, the target had already been scaled up during the Midterm Review from 60 to 75 assessed establishments, yet performance still surpassed expectations. These assessments will be instrumental in determining the grading levels of SANParks establishments.

CUSTOMER SATISFACTION INDEX (CSI) PERFORMANCE

The CSI is a programme that assists the organisation in gauging guest satisfaction levels following the consumption of the organisation's tourism products and services. In the period under review, the overall CSI performance was 80.14%, surpassing a target of 78.00% by 2.14%. Performance exceeded the target due to proactive service quality management, timely interventions, and consistent monitoring of guest feedback. This performance also exceeds last year's CSI of 79.37% by 0,77 and bears testament to dedication, excellent service and the highest level of professionalism offered by the hospitality teams at camp level.

Frontline staff appear to be more welcoming and friendly towards guests; this behavioural pattern and attitude permeates throughout the camps, leading to quicker turnaround time to queries and improved guest satisfaction levels. Park Management has also been encouraged to request guests to complete the guest departure survey upon checkout for feedback and improvement purposes with regard to facilities and the service offering.

SOCIO-ECONOMIC TRANSFORMATION

CO-MANAGEMENT

Co-management is key to a collaborative conservation approach emphasising partnerships with communities, land claim beneficiaries, traditional authorities, government institutions, and other stakeholders to jointly manage protected areas and their associated natural resources. This approach emphasises shared stewardship, equitable participation, and the integration of diverse knowledge systems to support sustainable and inclusive conservation outcomes.

Socio-Economic Transformation was marked by key milestones, noting that during the period under review, SANParks signed a Co-management agreement with the Dithabeng Communal Property Association (CPA). This agreement forms part of the restitution of land rights for affected communities and covers approximately 1,816 hectares linked to GGHNP. The agreement directly involves 36 households from the Dithabeng community, ensuring that community members have an opportunity to participate in the co-management of the conservation area and benefit from activities implemented inside and outside the park.

The co-management agreements for Richtersveld and Colchester Land Community Restitution Association (COLCRA) have not yet been finalised. The COLCRA co-management agreement could not be finalised and signed due to delays in the completion of the framework settlement agreement, which was dependent on processes involving other partners. Similarly, the Richtersveld co-management agreement was not finalised because of additional requirements raised by the Richtersveld community, which are being addressed. To remedy these delays, engagements with relevant stakeholders are ongoing to expedite the finalisation and signing of the COLCRA settlement agreement.

ENVIRONMENTAL EDUCATION AND CAPACITY BUILDING

Capacity building remains a central pillar of SANParks' socio-economic transformation agenda, directly supporting communities adjacent to national parks and, more broadly, enhancing local skills development. Environmental education expanded, with 1,166 schools accessing the parks for educational purposes. Furthermore, 329 beneficiaries, most of whom were people with disabilities, were trained in business management. A total of 49 bursaries were awarded to beneficiaries from communities, exceeding the target of 25 beneficiaries due to savings realised from the Work Integrated Learning Programme.

CORPORATE SOCIAL INVESTMENT

Corporate Social Investment (CSI) interventions support food security, water access, skills development, cooperative strengthening, and community-based livelihood creation across multiple regions, reinforcing inclusive conservation through tangible socio-economic benefits for communities adjacent to protected areas. During the 2025/2026 financial year, 15 Corporate Social Investment projects were implemented in different communities adjacent to the national parks, exceeding the annual target of 8 projects.

CSI interventions contributed to improved community well-being through a combination of infrastructure development, skills transfer, livelihood creation, environmental sustainability, and biodiversity economy participation across conservation landscapes.



IAi-IAis/ Richtersveld Transfrontier Park Community Greening Projects

BIODIVERSITY ECONOMY

SANParks seeks to grow and diversify the biodiversity economy by creating opportunities that support conservation objectives, stimulate local economic development, and enhance community participation in the benefits derived from biodiversity.

During the 2025/2026 financial year, SANParks strengthened its transition towards inclusive conservation by integrating biodiversity conservation with socio-economic transformation, enterprise development, and community participation. Through wildlife economy, bioprospecting, ocean economy, and community-based tourism initiatives, SANParks expanded opportunities for communities adjacent to protected areas to participate meaningfully in biodiversity-linked value chains and conservation economies.

A key achievement during the reporting period was the delivery of 285 animals to local communities and emerging game farmers, supporting livelihood development and expanding participation in wildlife-based economic activities. Building on previous interventions, SANParks launched Wildlife Economy Window 3 (2026), placing stronger emphasis on structural transformation, long-term equity, asset ownership, and increased participation of women and persons with disabilities.

ENTERPRISE AND SUPPLIER DEVELOPMENT

The Enterprise and Supplier Development Programme continued to support the participation of local enterprises within SANParks supply chains and biodiversity economy opportunities. During the reporting period, 219 SMMEs were reached through Supplier Day engagements; 182 SMMEs participated in structured training across seven sessions; more than 80 SMMEs in KNP received business management training, and 13 SMMEs at Agulhas National Park received tourism enterprise development support. The training carried out focused on business planning, governance, compliance, costing and pricing, tendering, market readiness, and cooperative governance.

The biodiversity economy was strengthened through support for 72 enterprises. This included 40 individuals trained in manufacturing leather and natural plant products and support for 38 SMMEs to participate in the Africa Travel Indaba (ATI) in Durban in May 2025 and the inaugural Vision 2040 Indaba in Gqeberha in September 2025.



Jabu Nyami, Game Ranching And Game Meat Production SMME From Mpumalanga, Supported By SANParks To Attend 1st Annual Vision 2040 Indaba In Gqeberha, Eastern Cape

EPWP JOB CREATION

The EPWP delivered meaningful results despite a reduced budget allocation. Whilst work opportunities declined by 30% year-on-year, the programme achieved strong outcomes in both employment creation and environmental rehabilitation. Notably, biodiversity outputs were exceeded, and targets for youth, women, and persons with disabilities showed significant progress.

A total of 7,595 participants were employed, contributing 711,880 person-days, which translated into full-time equivalent jobs. The programme also supported 441 SMMEs, with R157 million paid to small contractors for project activities. Recruitment focused on communities adjacent to national parks, though reduced opportunities did lead to some conflict. Importantly, the EPWP exceeded its training targets, delivering 36,423 training days across projects, strengthening skills development and employability.

The programme's empowerment impact was clear: 63% of participants were youth, 60% were women, and 7% were persons with disabilities. These figures highlight the EPWP's role not only in job creation but also in advancing social inclusion and equity. Overall, the 2025/2026 year demonstrated that even under financial constraints, the programme remains a vital driver of employment, skills development, and environmental stewardship in South Africa.



Letaba Camp In Kruger National Park Submerged In Water After The January 2026 Floods

CLIMATE CHANGE RESILIENCE

Recognising the growing impact of climate change on biodiversity, infrastructure and financial sustainability, SANParks has prioritised the integration of climate resilience as a central and strategic component of its operational activities. SANParks strengthened its approach to climate resilience by embedding climate change as a core strategic risk within its 2025–2030 Strategic Plan.

A significant milestone was the approval of the integrated Climate and Sustainability Action Plan, which consolidates climate change, environmental sustainability and conservation priorities into a single strategic framework. The plan is structured around climate mitigation, adaptation, sustainable finance, circular economy principles, governance and performance monitoring, ensuring that sustainability considerations are embedded across all areas of the organisation and implemented through a coordinated approach.

Implementation progressed across several priority areas during the year. SANParks established a national energy-use database, commenced a comprehensive carbon footprint assessment and the development of a net-zero roadmap, advanced renewable energy implementation

within the Kruger National Park, and strengthened green building standards for future tourism and infrastructure developments. Climate adaptation initiatives also gained momentum through ecosystem restoration programmes, climate vulnerability assessments across national parks, and the completion of a climate module within the Biodiversity Information Management System, improving access to climate data and supporting evidence-based decision-making.

The increasing severity of climate-related events was demonstrated by the devastating floods that affected the Kruger National Park in January 2026, causing extensive damage to roads, bridges, staff accommodation and tourism infrastructure, while disrupting operations and reducing revenue. The event reinforced the importance of climate-resilient infrastructure and informed the adoption of improved bridge and culvert designs as part of the reconstruction programme.

To strengthen long-term resilience, SANParks continued advancing innovative climate finance mechanisms, including carbon credit development and strategic partnerships that support renewable energy and climate adaptation while reducing reliance on the fiscus. Circular economy initiatives focusing on waste reduction and resource recovery further contributed to environmental sustainability. Collectively, these interventions are strengthening the organisation's capacity to manage climate-related risks, safeguard biodiversity and tourism assets, and build a more resilient conservation estate capable of responding to an increasingly climate-constrained future.

FINANCIAL MANAGEMENT

SANParks is committed to maintaining financial sustainability through strong financial controls, transparent reporting, regulatory compliance, and diversified revenue streams. During the 2025/2026 reporting period, SANParks' Financial Sustainability Strategy was approved. The strategy is structured around five interdependent pillars, each representing a domain of reform and investment. These pillars are underpinned by a clear recognition that the financial model must evolve to reflect SANParks' ecological footprint and institutional ambition.

SANParks realised a net surplus of R 111,702 million against a budgeted break-even, resulting in a negative variance of R262,933 million (R310,956 million in the previous financial year).

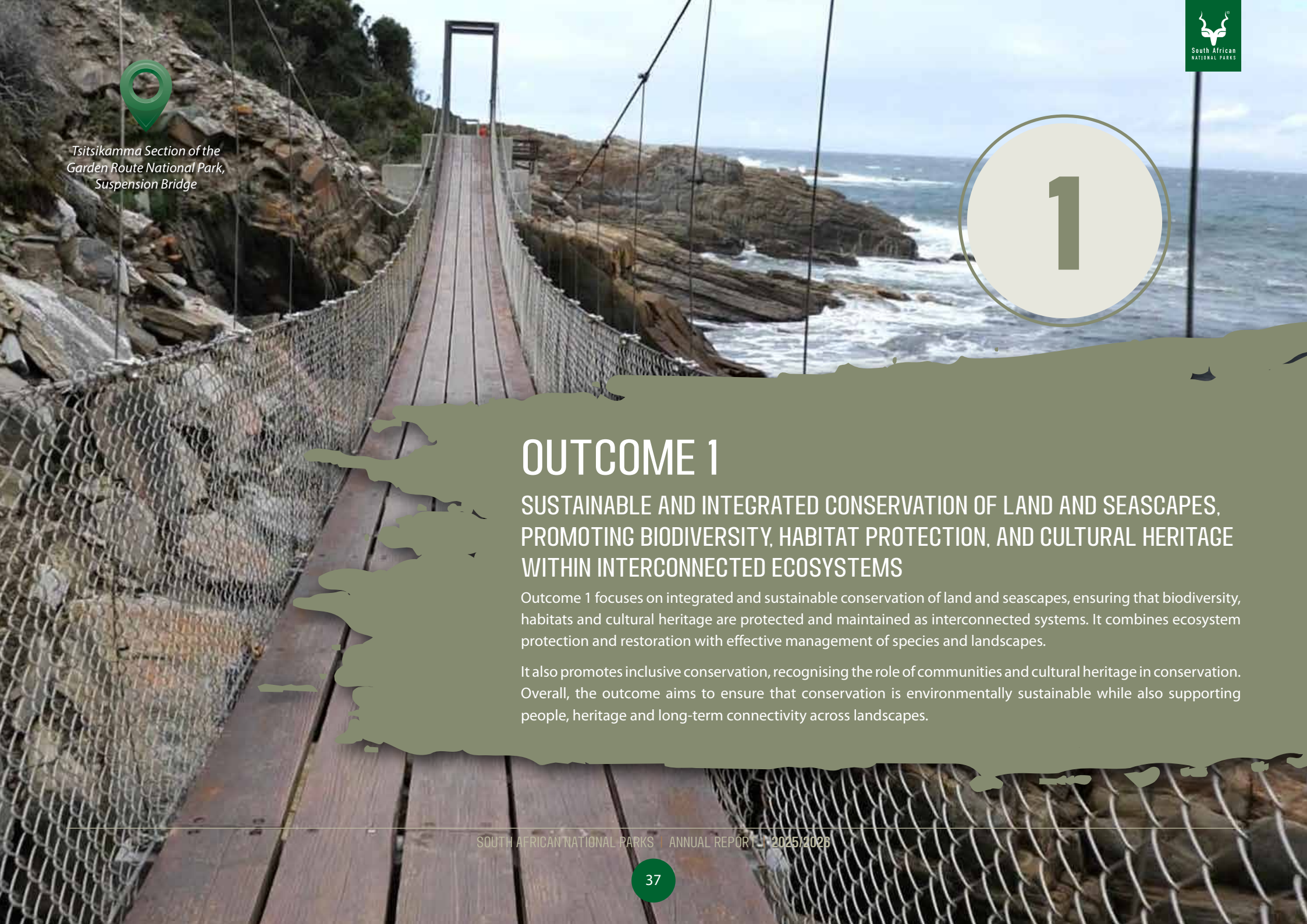
Total revenue amounted to R4,401 billion against a budgeted R4,401 billion, resulting in a negative variance of R435 thousand (R4,103 billion in the previous financial year).

Notably, 79% of revenue was self-generated, primarily through accommodation, activities, and conservation fees. Actual expenditure was recorded at R4,253 billion, compared to R3,760 billion in the previous financial year. For the period under review, total revenue from Tourism at R 3,218-million, is 13.9% above the R2,926-billion achieved in the previous year and 2.8% above the budgeted figure of R3,130-billion.



IN CONCLUSION

Looking ahead, SANParks will build on the strong performance achieved during the 2025/2026 financial year, while proactively addressing areas of underperformance that accounted for 10% of targets not achieved. Key constraints included delays in project management processes, limited capacity, and external dependencies that affected implementation timelines. Focused interventions will be implemented to mitigate these challenges and ensure improved delivery in the upcoming period.



Tsitsikamma Section of the Garden Route National Park, Suspension Bridge

1

OUTCOME 1

SUSTAINABLE AND INTEGRATED CONSERVATION OF LAND AND SEASCAPES, PROMOTING BIODIVERSITY, HABITAT PROTECTION, AND CULTURAL HERITAGE WITHIN INTERCONNECTED ECOSYSTEMS

Outcome 1 focuses on integrated and sustainable conservation of land and seascapes, ensuring that biodiversity, habitats and cultural heritage are protected and maintained as interconnected systems. It combines ecosystem protection and restoration with effective management of species and landscapes.

It also promotes inclusive conservation, recognising the role of communities and cultural heritage in conservation. Overall, the outcome aims to ensure that conservation is environmentally sustainable while also supporting people, heritage and long-term connectivity across landscapes.

LAND INCLUSION TOWARDS INTEGRATED LANDSCAPES

SANParks' land inclusion programme seeks to establish and expand the national parks system in a manner that reflects South Africa's biodiversity, landscapes, and associated cultural heritage assets, while strengthening regional conservation linkages. In the 2025/2026 financial year, SANParks targeted the expansion of the national parks estate by 12,000 hectares. This target is aligned with the National Protected Area Expansion Strategy, SANParks' Vision 2040, and the Convention on Biological Diversity's (CBD) Global Biodiversity Framework, particularly the 30x30 target.

The SANParks Land Inclusion Plan consolidates national park expansion priorities over a three-year horizon, structured across short-, medium-, and long-term interventions. These priorities include land acquisition through purchase, donation (including biodiversity offsets), and contractual national park agreements, all implemented in accordance with the SANParks Land Inclusion Policy.

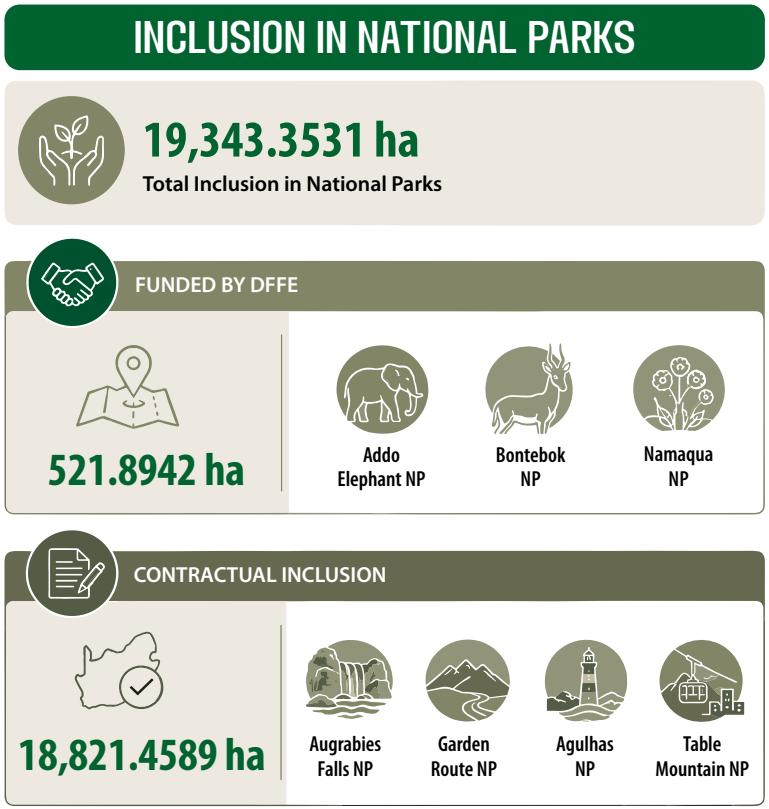
During the reporting period, SANParks secured a total of 19,343.3531 hectares for inclusion across seven national parks. Of this, 521.8942 hectares, across AENP, Bontebok, and Namaqua National Parks, were acquired using funding from the DFFE Land Acquisition Fund. A significantly larger portion comprising 18,821.4589 hectares, was incorporated through contractual inclusion mechanisms across Augrabies Falls, Garden Route, Agulhas, and Table Mountain National Parks.

TRANSFORMATION AND INCLUSIVE CONSERVATION

Historically, conservation efforts in South Africa often excluded local communities from both decision-making processes and the associated socio-economic benefits. This resulted in protected areas that were ecologically rich but socially disconnected. SANParks' approach to inclusive conservation seeks to redress this legacy by positioning land inclusion as a mechanism for equity, shared governance, and socio-economic upliftment.

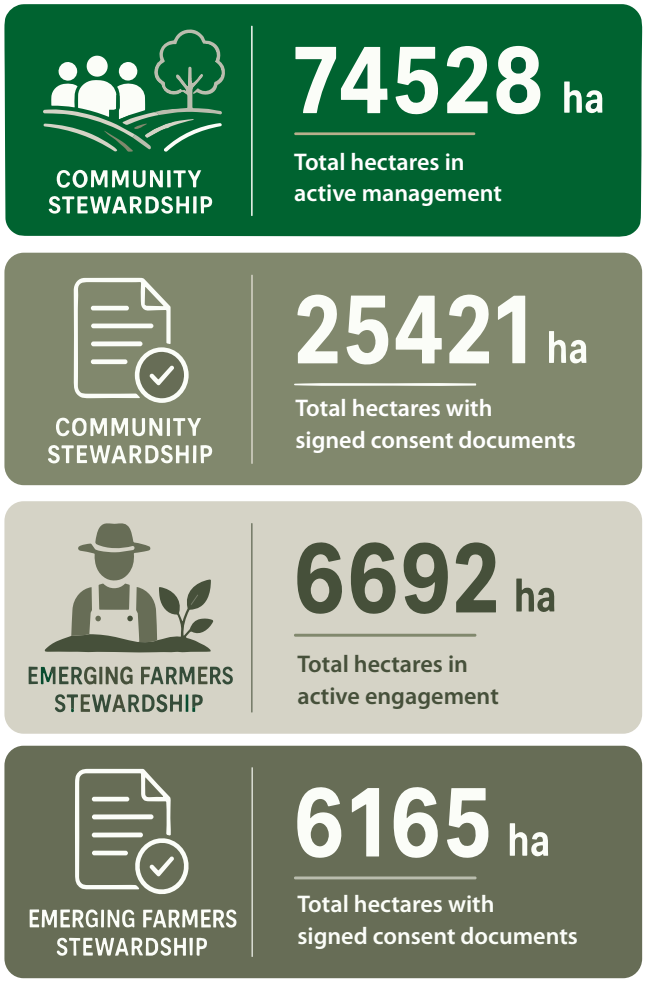
This commitment is operationalised through a range of instruments, including contractual national parks, co-management agreements, stewardship arrangements, and the promotion of biodiversity-compatible land uses. These mechanisms enable more inclusive participation in conservation while ensuring long-term sustainability.

Engagement with communal and black private landowners remains a central component of this approach. During the period under review, SANParks actively engaged 37 such sites, covering a total of 74,528 hectares. Of these, 25 sites, representing 31 585 hectares, have progressed to the stage of signed consent documentation. These agreements indicate that landowners have formally granted SANParks access to their land for biodiversity assessments and have committed to engaging in the stewardship programme.



TRANSFORMATION AND INCLUSIVE CONSERVATION

COMMUNITY AND EMERGING FARMERS STEWARDSHIP



SMME INCUBATION PROGRAMME

The SMME Incubation Programme was formally launched between 9 and 13 February 2026, with the induction of 20 enterprises. Early results indicate meaningful progress, including a stronger understanding of enterprise development needs and the establishment of structured support pathways linking SMMEs to mentorship, technical assistance, and funding opportunities.

A key milestone was the facilitation of a partnership with the Eastern Cape Development Corporation (ECDC) through Indalo Inclusive. As a result, five SMMEs each secured funding of R75 000 following a competitive pitching process. This financial support is expected to strengthen business positioning and improve market readiness.

UNDP GRANT SUPPORT AND CAPACITY BUILDING

Targeted support was provided by the Global Environment Facility (GEF)7 team to six community-based enterprises, of which four successfully secured United Nations Development Programme (UNDP) grant funding of $40 000 each. These enterprises operate across critical sectors of the biodiversity economy, including fisheries (Moggesekkel Fishing Co-op), aquaculture (Masizame Oyster Farming), agriculture (Yendella CPA), and tourism (Mbodla Tourism Project).

To further strengthen implementation capacity, a dedicated workshop was held on 10–11 March 2026, focusing on financial management, UNDP compliance requirements, and report writing protocols. This intervention aimed to enhance the readiness of beneficiaries to manage grant funding responsibly and meet reporting expectations.

As a result, participating enterprises are now better positioned for effective project implementation, demonstrating improved confidence, strengthened governance practices, and greater clarity on compliance processes.

EFFECTIVE AND EFFICIENT MANAGEMENT OF INTEGRATED LANDSCAPES MARINE PROTECTED AREA (MPA) MANAGEMENT PLANS

PARK MANAGEMENT PLANS

Table Mountain National Park

The draft management plan for TMNP was finalised with inputs from park staff and key contributors, with all supporting maps and annexures updated and included. The draft was summarised and presented to the Planning Committee on 2 February 2026.

The revised plan was subsequently made available for public comment between 23 February and 03 April 2026. As part of this process, the park hosted nine public meetings and one virtual session, enabling stakeholders to engage directly with the content of the plan and provide input. All stakeholder comments received during these engagements were captured and will be compiled into a formal comments-and-responses report.

Mountain Zebra National Park

The stakeholder participation process for Mountain Zebra National Park was established and completed during the fourth quarter. This process included the placement of advertisements in *Rapport, City Press,* and *The Herald* newspapers, publication on the park's Facebook platform, and the issuing of direct invitations to stakeholders.

The draft management plan and associated maps were made accessible via the SANParks website and at eight designated public venues. The public comment period closed on 10 April 2026, after which the management plan will be finalised and submitted to the DFFE for technical review.

Management Effectiveness Tracking Tool

Internal Audit completed the verification of seven Management Effectiveness Tracking Tool (METT) assessments, comprising six national parks and one MPA. The 2025/2026 annual target required that 95% of national parks and 66% of MPAs achieve a score of at least 67%. 100% (20/20) of national parks and 83% (5/6) of MPAs achieved a METT score of 67%, reflecting strong performance in protected area management effectiveness.

SUSTAINABLE POPULATIONS OF SPECIES OF SPECIAL CONCERN MONITORED, MAINTAINED, AND/OR RECOVERED ACROSS INTEGRATED LANDSCAPES

RHINO CONSERVATION

SANParks manages a diverse system of national parks that play a critical role in conserving South Africa's southern white rhinoceros (*Ceratotherium simum*) and black rhinoceros populations, including the South Central (*Diceros bicornis minor*) and South-Western (*Diceros bicornis bicornis*) subspecies. Since 2014, the Parks Division has implemented a comprehensive Rhino Protection Plan aimed at safeguarding these populations.

During the reporting period, a total of 30 rhino mortalities were recorded, comprising 27 white rhinos and 3 black rhinos in the Rhino Parks outside of Kruger National Park. Notably, 18 white rhino deaths occurred in Mokala National Park over two *months likely from clostridial infection***.** Over the same period, 39 births were recorded across rhino parks (19 white rhinos and 20 black rhinos), while 18 animals (17 white and 1 black rhino) were removed through authorised wildlife sales. Overall population growth in smaller parks between 2025 and 2026 exceeded annual targets; however, SANParks continues to face spatial and ecological constraints, highlighting the need for additional suitable habitat to ensure long-term population sustainability.

Poaching pressure around park boundaries remains a significant concern, reinforcing the vulnerability of these managed populations. In response, SANParks, in partnership with the Wildlife Tracking Academy, has launched the Rhino Renaissance Initiative. This initiative includes the training of 32 new rhino monitors, the development of a formal rhino-monitoring curriculum, and the appointment of a dedicated monitoring coordinator.

Additional logistical support is being strengthened through the procurement of three Polaris vehicles. Recruitment and training, combining formal instruction, field-based mentorship, and knowledge transfer from AENP, are currently underway and will significantly enhance monitoring capacity and protection efforts, particularly in KNP.



White Rhino And A Calf In The Kruger National Park

RHINO BONDS AS A CONSERVATION MECHANISM

AENP and the Great Fish River Nature Reserve were identified as pilot sites for a Rhino Impact Bond aimed at optimising rhino population growth. This initiative, supported by United for Wildlife, the Royal Foundation, and the Zoological Society of London, seeks to demonstrate a scalable, outcomes-based financing mechanism that mobilises both public and private sector investment into priority conservation efforts. The model is underpinned by independently verified and audited population growth metrics.

Following further development, the Rhino Impact Bond concept was expanded into a broader Wildlife Conservation Bond (WCB). To support this, a black rhino monitoring programme was initiated in AENP in 2019 to establish robust baseline data. Monitoring employs a combination of vehicle and foot patrols, aerial surveys, and remote camera systems tailored to terrain and accessibility. In dense vegetation areas, 65 strategically placed camera traps generate approximately 1,300 rhino sightings per month, supplemented by targeted aerial monitoring.

Since its inception, the programme has achieved over 98.7% identification success for individual rhinos, well above the 85% target, while maintaining an average annual population growth rate of 5.5%.

PENGUIN MANAGEMENT

Monitoring of species of special concern continues to demonstrate the value of science-based management. For the African penguin, a critically endangered species, SANParks has strengthened its approach through the establishment of population thresholds, improved monitoring of breeding success, and responsive management to extreme environmental events. These efforts are aligned with the African Penguin Biodiversity Management Plan and are supported by strong collaboration with multiple partners.

SANParks Honorary Rangers, SANCCOB, and PUBG MOBILE have formed a partnership that integrates scientific management, volunteer support, rehabilitation expertise, and digital awareness platforms. Key initiatives included the release of 13 rehabilitated penguins at Boulders and a public awareness walk/run event along the Sea Point Promenade in Cape Town.

At Bird Island, a combination of artificial and natural nests was selected at the start of the breeding season to support standardised monitoring. Chick condition assessments were conducted on 50 individuals, measuring weight and key growth indicators. Following a flooding event, 46 chicks were rescued and transported to SANCCOB for hand-rearing, with plans for release once fledged.

At Boulders, a record heatwave necessitated the pre-emptive removal of 19 chicks on 12 March 2026 to prevent mortality due to hyperthermia. These chicks will be rehabilitated and released as adults. To improve future response strategies, temperature and humidity sensors, along with seven camera traps, were installed at Foxy Beach to monitor adult behavioural responses to heat stress.

The findings will inform more adaptive and responsive management interventions.



African Penguin At Boulders Beach, Table Mountain National Park

CYCAD MANAGEMENT

Ex-situ rehabilitation of confiscated *Encephalartos horridus* specimens was undertaken at AENP, Addo. These cycads are being carefully maintained to allow full recovery from uprooting, with a recommended establishment period of three to five years to ensure root development and long-term survival. Monitoring indicates that juvenile cycads are particularly vulnerable to threats such as fire, herbivory, and slow growth rates.



In Marakele National Park Monitoring Waterberg Cycad That No Longer Produces Naturally

In Marakele National Park, the Waterberg cycad (*Encephalartos eugene-maraisii*) no longer reproduces naturally due to the loss of its specialised insect pollinator. As a result, active interventions, including hand pollination, seed collection, and population supplementation, are required. A field visit in October 2025 focused on retrieving seeds from hand-pollinated cones and assessing survival rates of previously planted specimens. Findings confirmed that while hand pollination is highly effective, passive pollination methods remain unreliable, underscoring the importance of maintaining critical population thresholds.



Planting Confiscated Plants In Richtersveld Desert Botanical Garden and Nursery

THREATS TO SUCCULENTS

Richtersveld National Park, located within the globally significant Succulent Karoo biome, continues to face escalating threats from the illegal harvesting and trade of succulent species driven by international demand.

Joint enforcement operations with SAPS in the Northern Cape resulted in the confiscation of 3,339 illegally harvested plants. These were transferred to the Richtersveld Desert Botanical Garden and Nursery for rehabilitation and safeguarding. The ongoing pressures highlight the urgent need for strengthened law enforcement, sustained monitoring, and enhanced conservation interventions to protect this highly endemic and vulnerable ecosystem.

THREATS TO ALOIDENDRON RAMOSISSIMA AND ALOIDENDRON PILLANSII

Monitoring of the maiden's quiver tree (*Aloidendron ramosissima*) continued in Richtersveld National Park, with initial survey results indicating a 53% mortality rate across 15 surveyed populations. These findings suggest that the species' conservation status should be revised from vulnerable to endangered.

Significant progress was achieved in the restoration of the critically endangered giant quiver tree (*Aloidendron pillansii*). Following three years of preparation, 240 individuals were successfully reintroduced into their natural habitat in June 2025. This milestone represents a major advancement in both species' recovery and broader ecosystem restoration efforts.

The project includes establishing permanent monitoring plots equipped with climate data loggers to track survival rates, growth patterns, and ecological adaptation over time. Given the species' limited geographic range, long lifespan (exceeding 400 years), and vulnerability to climate change and human pressures, projections indicate potential population declines of up to 92% by 2080. These risks reinforce the urgency of sustained, long-term conservation action.

DEGRADED ECOSYSTEMS REHABILITATED ACROSS LANDSCAPES

SANParks' rehabilitation programme delivered substantial conservation and socio-economic outcomes during the reporting period, creating 1,881 FTE jobs while advancing landscape-level ecological restoration across all national parks. The programme continues to serve as a critical mechanism for restoring ecosystem functionality while simultaneously supporting inclusive economic participation.

Alien invasive plant management exceeded planned targets, with 5,757 hectares cleared through initial interventions and a further 116,473 hectares addressed through follow-up clearing. Control efforts were regionally prioritised based on species prevalence and ecological risk. Wattle, pine, and eucalyptus species were the primary focus in the Cape and Garden Route Region, while Prosopis clearing took place across the Arid Parks. In AENP, cactus species and wattle infestations were targeted within the Frontier Region. Pom-pom weed and wattle control interventions were implemented in GGHNP and Marakele National Park, respectively.

In KNP, monitoring and active management of Parthenium populations remained a priority, particularly in response to above-average rainfall, which contributed to the emergence and spread of new infestations into previously uninvaded areas. A pom-pom weed population identified outside the park boundary triggered the rapid deployment of response teams to map, clear, and monitor the infestation. Alien plant clearing was also implemented within the Integrated Zones of AENP, while Early Detection and Rapid Response (EDRR) interventions in the GRNP focused on the control of Madeira vine.

Marakele National Park undertook a comprehensive revision of its pom-pom weed control strategy, including a full remapping of the project area, which brought an additional 8,000 hectares under active management.

Wetland rehabilitation remained a key focus area, with 24 wetlands rehabilitated across Agulhas National Park, Mapungubwe National Park, GGHNP, Marakele National Park, KNP, and TMNP.

Interventions across the 24 wetlands under active rehabilitation included the construction of concrete erosion prevention structures, earthworks, gabions, eco-logs, and rock packing. These interventions collectively enhanced hydrological regulation, reduced erosion, and improved habitat quality for wetland-dependent species.

Land rehabilitation initiatives were also implemented across the Cape, Frontier, Arid, and Northern Regions, targeting degraded landscapes. Through a combination of erosion control measures and ecological restoration interventions, these efforts have progressively restored natural soil-water dynamics, improved water yield, and re-established ecological connectivity that is key to sustaining broader ecosystem functioning.

Inclusive participation remained central to programme delivery. Women accounted for 61% of employment opportunities created, while youth represented 63% of beneficiaries, and persons with disabilities accounted for 8%. Local economic development was further strengthened through the participation of 307 SMMEs, with R115 million directed towards SMME contracts during the financial year for rehabilitation activities implemented across national parks.



Constructing Gabions For Wetland Rehabilitation At The Golden Gate Highlands National Park

IMPROVED MANAGEMENT OF CULTURAL HERITAGE ACROSS INTEGRATED LANDSCAPES

CULTURAL HERITAGE ASSESSMENTS

Over the past five years, SANParks has conducted cultural heritage assessments in several national parks to ensure that all cultural heritage sites are adequately identified and recorded, and to improve their management.

These assessments have delivered three key benefits. First, they have strengthened the integration of cultural heritage into Park Management Plans. The Cultural Heritage Unit was actively involved in the review of the Park Management Plans for Mountain Zebra National Park and West Coast National Park and contributed to the development of Cultural Heritage Lower-Level Plans for both protected areas.

Second, they have improved the overall management of cultural heritage sites across national parks. Third, all identified sites and their associated descriptions are now being systematically captured and uploaded to the Cultural Heritage Management Information System, enhancing record-keeping, accessibility, and long-term conservation management.

For the current financial year, assessments were conducted at GGHNP, Richtersveld National Park, and Mokala National Park. These assessments have also ensured that the park's METT scores on heritage improve.

Golden Gate Highlands National Park

A cultural heritage assessment was undertaken at GGHNP in August 2025, and a report was produced by the Cultural Heritage Unit. Several rock art sites and localities of historical significance were identified. One such site is the Klerksvlei (Klerksvly) farmstead located in the northeast of the park at the foothills of the Maluti Mountains. The farmstead, built in 1884, is associated with local-level surrender discussions and the broader process of capitulation in the former eastern Orange Free State. There is also an ammunition site which dates to the Second South African War. It was at this locality that ammunition was destroyed, and the remaining evidence for such an event is found in the many bullets that have been documented at the site.

In addition, the park is well known for many palaeontological discoveries, including fossilised nests, which inspired the construction of the Kgodumodumo Dinosaur Interpretation Centre, unveiled in June 2025. This assessment proved vital, considering the ongoing discussions regarding potentially extending the Maloti-Drakensberg Transfrontier Park, a World Heritage Site, to include the whole of GGHNP.



Rock Art Documented At Golden Gate Highlands National Park

Richtersveld National Park

Richtersveld National Park still holds considerable geological, palaeontological, archaeological, architectural, and natural heritage resources. There are also natural features within the park that possess notable intangible heritage, having been instilled with meaning by local communities. Prominent examples include the 'Hand van God', which is a 2-meter-high rock formation near Sendelingsdrift resembling a divine handprint, and 'Die Toon', a granitic pluton within the Tatasberg range shaped like a toe.



The "Hand Of God" Is A 2-Metre-High Rock Formation Near Sendelingsdrift In The IAi-IAis/Richtersveld Transfrontier Park

Mokala National Park

The third and last assessment of cultural heritage resources was undertaken at Mokala National Park in March 2026. The assessment identified a range of cultural heritage resources, such as rock art engravings, graves, and historic buildings. While there have been many debates regarding the interpretation of rock art, it is now commonly agreed that these images, defined by human figures and animals, are representations of rituals associated with their authors.

Archaeological Excavations at Letaba

The collaboration between the South African National Parks and the University of Pretoria, which began in 2021, has become well established. Excavations have been ongoing on an annual basis. For the current financial year, focus was extended beyond the rescue excavations.

The scope was expanded to include extensive surveys of the landscape in Letaba, which were led by Dr. Christian Peterson from the University of Hawaii at Manoa, one of the collaborators in the archaeological investigations. Letaba archaeological explorations are thus laying a new foundation in terms of how the past is studied. What was first identified as a series of potential archaeological sites is now proving to be a locality of highly significant settlements dating back to the Early Iron Age period in southern Africa. For the first time this year, there was also an active participation by students from the University of Hawaii at Manoa.

A roadside display has been proposed to enhance visitor interpretation at Letaba. This will enable self-driving visitors to learn about the discoveries in the area from the comfort and safety of their vehicles, while also gaining insight into how these findings relate to other archaeologically significant sites across the broader southern African region. In the future, consideration may also be given to installing additional interpretive panels within public areas of the Letaba Rest Camp to further enrich the visitor experience.

Documentaries

As part of efforts to showcase more cultural heritage within national parks, several documentaries will be produced. The first one focuses on the Shilowa who lived within what is today known as Kruger National Park. The Shilowa, a Tsonga-speaking clan, are also known as the Mahlathi. They arrived in the Lebombo area from the present-day Mozambique.

The next documentary will profile Chief Chungwa, one of the traditional leaders of the amaGqunukhwebe. He died in 1812 during the fourth Frontier War and was buried on top of a hill that is now within the Woody Cape Section of the AENP.

Roadside Display Areas

Several Roadside Display Areas have been proposed at various localities around KNP. The chosen locations are: Letaba Rest Camp, Letaba Iron Age Site (on tourist route next to site), Punda Maria Rest Camp, Shilowa Hill (on tourist route next to 4 x 4 turn off), Gumbandevu Hill (on tourist route, at the bottom of the hill), Madzaringwe Sites, Matjigwili Iron Age site, Malahlapanga hot spring, and Hartman and William Pye Grave.

The proposal for these Roadside Display Boards stems from the media publicity received with the Tshikumbu project near the Phalaborwa Gate. Its success illustrated a need for more such facilities along tourists' roads.

Besides the Roadside Display Boards, progress has also been made on the proposed Museum of Southern African Civilisations. Located in the north of the park, the area that was identified for this new infrastructure was subjected to environmental processes.

Oral History recording in the KNP

The Cultural Heritage Unit has launched an oral research project titled *Digging from the Archives and Oral Testimonies: Documenting Liberation Struggle Heritage in the Kruger National Park, 1980-1990*. One interview has been conducted thus far, and this involved a former employee of SANParks, who was born within the park in the early 1960s before his family was removed. He retired as a Sergeant in 2024. He was on duty on the day a shooting incident occurred in 1987, involving various parties, such as the liberation fighters, SANParks Rangers, South African Police, and the South African Defence Force. This oral history project is one of the most important initiatives, providing an aspect of the park that has not been significantly researched, with very limited publications on this subject.

Kx'u Saa Memorial

Development of the Kx'u Saa Memorial at Tankwa-Karoo National Park is a project that was initiated in collaboration with representatives from the San Institute. This memorial is in honour of Kx'u Saa, when farm workers discovered exposed human bones at the Perdekloof Gorge in 2007. Following this discovery, the buried individual was initially named as 'Madawas', which means 'mother was there'.

Subsequently, in 2016 a team from the University of Cape Town offered to study the human bones that had been discovered almost a decade earlier. These analyses were carried out at the institution of higher learning, using radiocarbon analysis. From the findings, it was revealed that these bones belonged to a woman who was probably aged between 35 and 55 years at the time of her death, having lived between 1430 and 1622.

Based on the findings and realising that she could not have been of Khoi origin, she was later renamed as Kx'u Saa, meaning 'to bring' in the N|uu language. This name symbolised the 'bringing back home' of her remains. She was reburied on 19 October 2019, near the Perdekloof campsite within Tankwa Karoo National Park. This location is not far from the Perdekloof Gorge, where she had originally been discovered. The design concept has been finalised, and the project is about to be implemented.

Grading and Declaration

Following the successful grading and declaration of the Thulamela archaeological site in KNP in November 2024, three additional sites were nominated for heritage recognition. The Dinosaur Nestling site at GGHNP (Rooiwaal) was nominated for Grade 1 status and has been successfully graded, with the declaration phase now pending.

The Chief Chungwa Memorial in AENP has also been graded, with the declaration phase still to be initiated. This will proceed through a Gazette Notice, followed by the required 60-day public consultation process.

In addition, two rock art sites in Mountain Zebra National Park have been nominated as Provincial Heritage Sites and are currently under review by the Eastern Cape Provincial Heritage Resources Agency.

Heritage Application

One of the additional projects initiated in this financial year to market heritage sites was the Heritage App project. It involved 200 sites chosen from around all the national parks in the country. These sites date to various periods and range from palaeontological and geological to archaeological and historical. The app has detailed descriptions of these sites, together with images. In some cases, visitors can access locations so that they can visit them.

SUSTAINABLE CONTRIBUTION TO IMPROVED WILDLIFE MANAGEMENT AND WILDLIFE POPULATIONS OF AFRICAN STATES

ELEPHANTS

The completion of the Kabouga perimeter fence in March 2025 facilitated the translocation of 42 elephants from the main camp to this section of AENP in May 2025. This intervention expanded the available range for elephants and restored key ecological corridors, further reinforcing Addo's reputation as a leader in elephant conservation. The translocation has also supported broader ecosystem restoration, with elephants functioning as "ecosystem engineers" that play a vital role in maintaining and rejuvenating biodiversity.



Translocation Of Elephants From Addo Elephant National Park's Main Camp To Kabouga Section



Veterinary Wildlife Services Team During Translocation Of Elephants In Addo Elephant National Park

DISEASE MANAGEMENT: MOKALA NATIONAL PARK

Reports of foot-and-mouth disease (FMD) in cattle in the Douglas area were noted during the reporting period. If not effectively contained within surrounding livestock populations, there is an increased risk of transmission to Mokala National Park and neighbouring game farms. Such an outbreak could have significant implications for the park's disease-free buffalo status, as well as for broader wildlife management and conservation programmes.

Although the bovine tuberculosis (B-TB) quarantine status for Mokala National Park was not formally lifted during the reporting year, the State Veterinarian authorised the controlled movement of B-TB negative herbivores, including buffalo, under strict veterinary supervision and established biosecurity protocols. Ongoing disease surveillance, close collaboration with veterinary authorities, and proactive risk mitigation remain key management priorities to safeguard biodiversity integrity and ensure compliance with national animal health regulations.

An anthrax vaccination operation was conducted in Mokala National Park on 19 and 20 January 2026 as a preventative disease management intervention. The operation followed confirmed and suspected anthrax outbreaks in surrounding areas, with the initial outbreak reported from the Gaap Plateau in October 2025, followed by spread to the Douglas area and suspected cases in the Plooysburg region. Given Mokala National Park's proximity to these affected areas and the known risk of anthrax transmission to susceptible herbivore species, proactive vaccination was implemented to reduce mortality risk and safeguard key wildlife populations. Vaccinations were administered via remote darting from a helicopter.

Ongoing information sessions on foot-and-mouth disease (FMD) are being conducted with park managers to strengthen internal preparedness and response planning. SANParks continues to monitor the evolving FMD situation, with surveillance and biosecurity measures actively implemented across national parks to mitigate risk and support coordinated disease management efforts in South Africa.



White Rhino Mortality In Mokala National Park

WHITE RHINO MORTALITIES IN MOKALA NATIONAL PARK

Between July and September 2025, 18 southern white rhinos (11 bulls and 7 cows) died suddenly in Mokala National Park. One bull calf was orphaned and transferred to a nearby rehabilitation facility. The mortalities were clustered within a 5 km radius and were initially suspected to be associated with water points. However, as the investigation progressed, a clearer link emerged with areas of old agricultural land and high concentrations of Mexican poppy (Argemone ochroleuca). All carcasses were found intact, with horns present, thereby excluding poaching as a cause.

Further investigation indicates a likely multifactorial mortality event. Mexican poppy intoxication is considered a primary contributing factor, with Clostridial infection identified as a key differential diagnosis. These impacts were likely exacerbated by underlying ecological stressors, including high herbivore densities (particularly bulk grazers), declining veld condition, density-dependent pressures, and climate variability.

Field investigations were conducted in accordance with SANParks wildlife mortality protocols. Carcasses were geo-referenced and examined for trauma, poaching indicators, and pathological signs. Vegetation surveys assessed forage availability and the extent of invasive plant infestations, particularly Mexican poppy. Laboratory diagnostics included post-mortems, histopathology, and fluorescent antibody tests (FAT), although results from bacterial cultures and toxicological screening are still pending.

In response, the remaining rhino population was vaccinated against Clostridium, and affected areas were mechanically treated through ploughing to reduce exposure to Mexican poppy. Following these interventions, no further mortalities were recorded, even after subsequent rainfall led to the re-emergence of the plant, indicating the effectiveness of the management response.



Southern Right Whale With A Calf In The Table Mountain National Park Marine Protected Area

BIODIVERSITY MONITORING

STRENGTHENING THE SCIENCE ENGAGEMENT INTERFACE FOR MARINE AND ESTUARINE SYSTEMS

Throughout the year, work on marine and estuarine systems has focused on strengthening the knowledge base and ensuring that scientific evidence directly informs management and governance decisions. This has included the maintenance and expansion of long-term monitoring programmes across all SANParks-managed Marine Protected Areas (MPAs) and estuaries.

Key activities include Baited Remote Underwater Video Surveys (BRUVs) to monitor fish, sharks, and rock lobster; rocky shore and intertidal surveys; estuarine fish assessments; top predator research (including sharks, rays, dolphins, and penguins); and water quality monitoring programmes, often implemented in collaboration with rangers, students, and community members.

Notable progress includes the first ecological assessment of the Krom Estuary in TMNP, which integrated fish, water quality, sediment, and bird data. This work complements ongoing monitoring in systems such as the Knysna estuaries, where activities include fisheries surveys, water quality assessments, algal bloom monitoring (informing human-use safety decisions), and waterbird surveys. These datasets are increasingly used to track ecological conditions and inform management responses, including evaluating proposals for new harvesting areas or water abstraction, understanding estuarine dynamics, informing decisions on estuary mouth breaching, and identifying emerging environmental risks.

The development of MPA and estuarine management plans, including those for Table Mountain MPA and the Knysna and Groot (Wes) estuaries, has been supported by targeted scientific inputs such as State of Knowledge reports, species inventories, threat and pressure assessments, biodiversity evaluations, and long-term monitoring data. This work is further strengthened by ongoing efforts to develop indicators and improve management effectiveness through international collaboration, including the SANParks–French Biodiversity Agency (OFB) partnership.

Engagement platforms such as the Knysna Estuary Advisory Forum and the National Coastal Committee play a critical role in integrating science into management and stakeholder processes, translating scientific insights into practical management objectives and operational actions. This integration is reinforced through regular science–management forums, where key issues, including estuarine condition, coastal disease risks (such as rabies in seals and avian influenza in seabirds), and both legal and illegal resource use, are discussed directly with park management to inform responsive interventions.

At a national level, SANParks' scientific work contributes to broader policy and assessment processes, including the National Biodiversity Assessment (2025). This is supported by systems such as the BIMS, which integrates biodiversity data across terrestrial and marine environments to support research and evidence-based decision-making. Participation in national and international working groups ensures that SANParks contributes meaningfully to fisheries management, conservation planning, and ocean governance through platforms such as the National Marine Biodiversity Scientific Working Group, the Small Pelagic Scientific Working Group, the Humpback Dolphin Conservation Consortium, and the IUCN Syngnathid Specialist Group.

Targeted work on estuarine species, including the Endangered Knysna seahorse, alongside broader monitoring efforts, continues to improve understanding of habitat change and inform management responses, with findings also contributing to international guidance.

Increasing attention is being directed towards emerging pressures, including the impacts of resource use and mining in intertidal zones, as well as pollution from stormwater and outfalls. A strong emphasis remains on ensuring that monitoring translates into management action through structured forums, workshops, METT assessments, and other collaborative processes.



A Microinvertebrate And Water Quality Monitoring In The Golden Gate Highlands National Park

MANAGEMENT OF AQUATIC SYSTEMS

A macroinvertebrate and water quality monitoring project in GGHNP found that taxon richness in the river system is strongly influenced by rainfall occurring 60 to 90 days prior to sampling, as well as by habitat condition, with sites reflecting a habitat rating score from 34%.

In Richtersveld National Park, water quality monitoring of the Orange River indicated a decline in 2025 compared to 2024, with increased levels of siltation and salinity recorded. Groundwater monitoring in Agulhas National Park similarly showed a slight decrease in groundwater levels since 2025.

Annual summer river health monitoring was completed for TMNP. This included targeted monitoring of habitats and adjacent streams supporting the Table Mountain ghost frog (*Heleophryne rosei*), which was undertaken and finalised in January 2026. In-situ water chemistry measurements were recorded, including temperature, electrical conductivity, dissolved oxygen, and pH, providing key indicators of aquatic ecosystem health.



Table Mountain Ghost Frog (Heleophryne rosei)

In KNP, a survey of the Pumbe Pans was also conducted, with findings indicating that killifish and several frog species are thriving within the system.

MANAGEMENT OF TERRESTRIAL BIODIVERSITY

Acrolophia lunata

Monitoring of the endangered orchid species *Acrolophia lunata* was conducted in the GRNP. This species has an extent of occurrence of 4,260 km^2 and remains at fewer than five locations within this. It is declining due to invasive alien plant encroachment. Subpopulations are typically small, and the total population is suspected to consist of less than 250 mature individuals. Tsitsikamma hosts at least 46 of these plants, and this population is stable. Alien clearing was done this year in the population's area.

Disa procera

The endangered orchid species, *Disa procera*, endemic to Southern Cape Dune Fynbos and occurring almost exclusively in the Wilderness Section of GRNP, was monitored. There was a slight decline from 2023 population monitoring numbers, but numbers remained similar to 2024 counts. Nevertheless, the population is considered stable overall. The severe drought conditions in the Southern Cape may be responsible for the slightly lower population size.

Southern Ground Hornbills

The Mabula Ground Hornbill Project team commenced their annual ground-hornbill nest checks in KNP. As part of their newly registered project, the team introduced camera traps to monitor a subset of nests for the duration of the breeding season, as well as temperature loggers to monitor the internal and external nest temperatures to understand whether nests buffer against sustained hot external temperatures. 17 camera traps and 14 pairs of temperature loggers were installed at the viable, unoccupied nest sites.

European Rollers

Monitoring of the European Roller (*Coracias garrulus*) in KNP from 2021–2025 produced the first consistent park-wide dataset on the species' non-breeding abundance. These findings highlight strong inter-annual variability in European Roller presence and abundance that is likely linked to climate-driven environmental changes affecting migratory behaviour, insect availability, and habitat suitability.

Evidence from broader research suggests that migratory species may adjust their migration strategies in response to environmental change, potentially influencing their distribution in southern Africa. Long-term, standardised monitoring is required to distinguish short-term fluctuations from longer-term population trends and to understand better how climate variability, migration strategies, and local pressures influence European Roller populations within the park.

African Crowned Eagle

In the GRNP population, all three previously active nests are no longer in use. The nest on private land at Moordkuil was destroyed by gale-force winds, while the two nests within the park (Beervlei and Bloukrans) appear to have been abandoned for unknown reasons. These sites, together with historical nesting locations, continue to be monitored annually to collect prey remains, assess nest condition, and record any activity. Sightings, most of which are reported by the public, are continuously recorded, with areas of higher activity receiving targeted follow-up investigation.

In the AENP population, a new active nest was identified in the Kabouga section, while the two known nests (Zuurberg and Nyathi) appear to be in post-active states. Ongoing monitoring of nests on both park and private land, undertaken in collaboration with landowners, continues to support territorial mapping and broader population tracking.

New Insect discovery

Recent research conducted in Richtersveld National Park has revealed remarkable levels of micro-endemism among soil-dwelling insects (species that occur within extremely small, highly localised geographic areas, sometimes confined to a single habitat or soil type). These findings highlight the park's exceptional and largely unexplored biodiversity.

In early 2026, researchers documented a new genus and six previously unknown species within the Namaini tribe. Their work in remote and understudied areas has led to significant new species discoveries, further underscoring the global ecological importance of the Richtersveld.



Insect Discovered At Richtersveld National Park Named Richtersveldiella Sanparkensis

The *Richtersveldiella sanparkensis* stands as a lasting scientific tribute to both Richtersveld National Park and the ongoing conservation efforts of SANParks. These findings underscore the park's global ecological significance and reinforce the critical importance of sustained conservation efforts to protect its unique and fragile ecosystems.

Restoration Ecology

Landscape Functionality Assessment (LFA) and soil erosion peg measurements were undertaken in Namaqua National Park to measure the impact of degradation as well as the soil erosion control interventions. In Tankwa National Park, LFA was undertaken in more than 32 sites in collaboration with the Agricultural Research Council and the University of the Western Cape. These benchmarks are measured against the data collected over time as part of the Biodiversity Monitoring System quarterly monitoring report since 2015.

SCIENTIFIC CONTRIBUTIONS TO LEARNING AND DECISION-MAKING



The 2025/2026 financial year highlights a well-integrated science programme within SANParks that not only generates high-quality knowledge but also effectively translates this expertise into policy, management practice, and capacity development. This reinforces SANParks' role as a leading conservation authority, grounded in robust, applied science.

SANParks scientists contribute to research, learning, and decision-making in four key ways:

KNOWLEDGE PRODUCTION

Scientific output remained strong during the 2025/2026 financial year, reflecting a sustained commitment to science-informed conservation across the national park estate. A total of 45 SANParks scientists published 66 peer-reviewed journal articles, including seven first-author contributions. In addition, 38 internal and scientific reports were produced, capturing institutional knowledge and directly supporting management decision-making.

Research activity remained extensive, with 285 registered research projects, led by both national and international researchers, active at year-end. This was complemented by 226 monitoring programmes, predominantly conducted in-house, across 20 national parks. Together, these initiatives provide critical long-term datasets that underpin adaptive management and strengthen biodiversity conservation efforts.

KNOWLEDGE PRODUCTION



Knowledge Translation and Policy Contribution

A key strength of SANParks' science programme lies in its ability to translate knowledge into practice. During the year, 62 science–management engagements were conducted across 19 parks and with organisational leadership. These engagements ensured that research findings directly informed operational decision-making, while also enabling scientists to better understand and respond to management priorities. This reciprocal approach creates a platform for co-developing innovative projects and supports adaptive, "learning by doing" processes.

Science has contributed directly to planning and policy development, including the revision of Park Management Plans for TMNP and Mountain Zebra National Park, as well as providing inputs into the planning process for the GNP. Climate change vulnerability and adaptation assessments have been integrated into these plans to strengthen resilience and inform decision-making.

In addition, the first draft management plan for the Table Mountain MPA was completed and taken through a stakeholder engagement process. State of Knowledge reports were also compiled for AENP and Namaqua National Park MPAs, while development of the Groot Wes Estuary Management Plan is well underway.

KNOWLEDGE TRANSLATION



Beyond SANParks, scientific staff contributed to 36 advisory and working group engagements across 28 groups, and provided inputs into nine policy and legislative processes, primarily supporting the DFFE and the South African National Biodiversity Institute (SANBI). Science communication efforts also enhanced public engagement, including television appearances, a documentary, radio interviews, podcasts, and popular media articles, broadening the reach and impact of SANParks' research.

Capacity Building

Developing the next generation of conservation scientists remains a core function of SANParks. During the reporting period, staff supervised or co-supervised 12 Master's and 6 PhD students across 9 local and three international universities. In addition, SANParks scientists acted as external examiners for four MSc dissertations and six PhD theses. Various staff members also completed their further studies.

Capacity building extended beyond academia, with 51 talks, lectures, and field-based training sessions delivered to diverse audiences, including schools, universities, and various internal and external stakeholder groups, strengthening knowledge exchange and connecting with broader society – a key principle of Vision 2040.

Knowledge Sharing, Collaboration and Scientific Service

SANParks scientists play an active role in the broader scientific community. A total of 48 journal manuscripts were peer-reviewed across 32 journals, contributing to the integrity of ecological and conservation science, upholding the standards of conservation and social-ecological science. Staff members also served as associate or guest editors on eight journals, demonstrating their respected leadership within the scientific publishing community.

KNOWLEDGE SHARING

48
Journal articles across 32 peer-reviewed journals

2
Multi-day conferences and savanna science networking meeting

7
Staff members serve as editor/guest editors across eight journals

48
Presentations at conferences and symposia:

17 International | 31 National

Collaboration and networking were strengthened through the hosting of two multi-day international conferences (the Garden Route Interface and Networking Meeting in Knysna in October 2025 and the Savanna Science Networking Meeting in Skukuza in March 2026). In addition, 48 first-authored presentations were delivered at a range of national and international conferences, highlighting SANParks' science reach and impact. These engagements facilitated knowledge exchange, fostered partnerships, built new networks to leverage external expertise, and ensured that SANParks remains visible, engaged, and at the forefront of informing and shaping the future of conservation science in South Africa and beyond.



Cathy Greaver, General Manager Savanna Research Unit, Doing The Official Opening And Welcome At The 23RD Savanna Science Network Meeting

CONTRIBUTIONS BEYOND BOUNDARIES

TECHNICAL WORKING VISIT TO INDIA

Dr Sam Ferreira was part of a South African delegation that undertook a technical working visit to India from 3–9 November 2025 to review progress under the Memorandum of Understanding on the Reintroduction of Cheetahs. The mission forms part of ongoing bilateral cooperation to support India's efforts to re-establish a free-ranging cheetah population after local extinction more than 70 years ago.

The delegation assessed status, governance arrangements, ecological conditions, and welfare considerations at key sites, including Kuno National Park, Gandhi Sagar Wildlife Sanctuary, and Ranthambore Tiger Reserve. As of November 2025, India hosts 27 cheetahs of both African origin and India-born cubs, with five adult females having successfully bred. Field observations confirmed adequate prey availability, evidence of successful hunting, and overall good condition of monitored individuals. The visit reviewed scientific concerns raised internationally, such as habitat suitability, mortality rates, genetic considerations, and governance challenges.

CITES COP20 SAMARKAND

SANParks, represented by Dr Howard Henricks and Dr Sam Ferreira, participated actively at the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) CoP20 in Samarkand, engaging across working groups, committee sessions, and key side events. The delegation contributed scientific evidence, management experience, and policy insight on issues central to South Africa's conservation priorities, especially rhinos, elephants, carnivores, and sustainable use. SANParks' participation ensured that South Africa's evidence-based approach to rhino protection, translocation, and population recovery was represented.

The delegation engaged in debates on captive-production oversight, Legal Acquisition Findings (LAFs), and "appropriate and acceptable destinations". SANParks supported efforts to prevent laundering, reinforce welfare standards for live transport, and maintain workable rules that do not hinder legitimate conservation translocations.



South African Delegates Led By Deputy Minister Narend Singh At CITES CoP20

In relation to the Contributions to Elephant-Related Decisions, SANParks took part in extensive negotiations on elephant data systems, ivory trade controls, and reporting. The African Elephant Dialogue outcomes were welcomed, reflecting broad alignment among African range states. In relation to strengthening governance, compliance, and enforcement, the discussions addressed corruption, financial crime, illegal trade reporting, and improved compliance procedures, all essential for combating organised wildlife crime.

SANParks highlighted South Africa's practical experience with multi-agency enforcement, cross-border collaboration, and forensic tools. SANParks also participated in events on wildlife economies, hunting governance, and community rights. Case studies from Africa, Mexico, and the United States showed how regulated wildlife use can support conservation and rural development when grounded in strong governance and clear monitoring. These discussions are directly relevant to South Africa's own sustainable-use policies and the need to balance ecological, social, and economic outcomes.

IMPLEMENTATION OF SBI 6 AT CONVENTION ON BIOLOGICAL DIVERSITY

SANParks, represented by Dr Ernest Daemane, as support for the DFFE delegation, participated in the sixth meeting of the Subsidiary Body on Implementation (SBI 6) of the CBD, held from 16 to 19 February 2026 in Rome, Italy.

The meeting was hosted by the Food and Agriculture Organisation of the United Nations (FAO) Headquarters. The five primary items under discussion were Resource Mobilisation, Financial Mechanism, Update on National Biodiversity Strategies and Action Plans, National Targets and National Reporting, Mid-term Review of the Implementations of the Gender Plan of Action (2023 – 2030), Capacity Building and Development and Technical and Scientific Cooperation.

Emphasis was placed on the 28 February 2026 deadline for seven national reports, which are the primary data source for the upcoming global review. The Subsidiary Body also acknowledged financial and technical constraints facing many countries. There were extensive discussions on how to address the significant biodiversity finance gap and overcome barriers to effective global funding. While broad agreement was reached on several key "enablers," a number of complex issues remain bracketed (unresolved). These matters will require further negotiation at SBI 7 in August 2026, as well as at COP 17, scheduled for October 2026 in Yerevan.

ENHANCING GLOBAL COOPERATION ON LAND RESTORATION AND RESILIENCE

SANParks, represented by Dr Mmoto Masubelele in support of the DFFE delegation, participated in the 23rd session of the Committee for the Review of the Implementation of the Convention (CRIC 23) under the United Nations Convention to Combat Desertification (UNCCD), held from 1–5 December 2025 in Panama City.

The session delivered several key outcomes aimed at advancing the Convention's objectives. These included the adoption of recommendations that will inform draft decisions for the 17th UNCCD Conference of the Parties (COP 17). Progress on Land Degradation Neutrality (LDN) highlighted a new generation of voluntary target-setting approaches. Under Rights and Social Inclusion, the inaugural Gender Caucus was launched, emphasising the critical role of Indigenous women's leadership, as well as the importance of land rights, direct financing, and community governance in restoration efforts.

Further progress was achieved in Finance and Partnerships, including operational advancements in the Riyadh Global Drought Resilience Partnership, with governance approvals secured and plans underway to finalise a comprehensive capacity-building strategy aligned to the post-2030 agenda. In addition, reporting and capacity building discussions reviewed enhancements to the PRAIS reporting platform, aimed at streamlining future reporting cycles and improving overall implementation efficiency.



Dr Mmoto Masubelele, Landscape Ecologist Represented SANParks At The United Nations's Convention To Combat Desertification

NETWORK MEETINGS: HOSTING SCIENCE SYMPOSIA

SANParks co-hosted the **7th Garden Route Interface and Networking (GRIN)** meeting from 30 September to 2 October 2025 at Villa Castollini, near Brenton-on-Sea in the Garden Route. GRIN provides a practice-oriented platform for practitioners, scientists, and students to engage in collaborative learning on human/nature relationships within conservation contexts.

The event's 85 participants contributed to more than 50 presentations, complemented by five hours of in-depth dialogue. Discussions covered a wide range of topics, including human/nature connections; SANParks' Vision 2040 and Mega Living Landscapes framework; conflicting societal value systems; cross-cultural understanding; the role of education, storytelling, and learning organisations; monitoring for compliance and reflection; and pathways for strengthening social-ecological resilience.

SANParks also co-hosted the **first Robben Island Living Legacy Science Symposium** on 26 November 2025, together with the Robben Island Museum and SANCCOB. The symposium brought together conservationists, researchers, and heritage practitioners to focus on the island's ecological and natural heritage alongside its well-known cultural significance. The event highlighted the importance of protecting biodiversity on and around the island, including African penguins and other seabirds, while addressing conservation challenges such as invasive species and habitat change.

The **23rd Savanna Science Network Meeting (SSNM)** was hosted by the Savanna Research Unit from 2–5 March 2026 at Skukuza in KNP. A total of 228 delegates attended, representing all continents except Antarctica, including 127 participants from Africa. All sessions were live-streamed, broadening access and engagement.

The programme covered a wide range of topics, including the evolution and management of savanna ecosystems over the past two decades; findings from long-term monitoring programmes such as vegetation change, herbivore dynamics, and predator–prey interactions; and the management of invasive alien plants and aquatic species, including the use of biological control agents in river systems. Discussions also explored changes in biodiversity over time, with a particular focus on the role of large herbivores, such as elephants and rhinos, as ecosystem engineers, and how other species, including birds, insects, and bats, respond to these ecological dynamics.

The meeting held particular significance as it coincided with the centenary of KNP, marking 100 years of conservation since the park's official establishment in 1926.



Delegates At The 7TH Garden Route Interface And Networking (GRIN) Meeting, At Villa Castollini Near Brenton-On-Sea In the Garden Route

KRUGER NATIONAL PARK INTEGRATED CONSERVATION MANDATE

During the 2025/2026 financial year, KNP advanced its conservation, regional integration, and socio-economic goals under SANParks Vision 2040 and the Greater Limpopo Transfrontier Conservation Area (GLTFCA) framework. Ranger Services maintained high operational readiness by filling vacancies and upgrading surveillance technology with drones, ANPR cameras, and Meerkat systems. While joint operations with SAPS and the SANDF led to fewer arrests and firearm recoveries than the previous year, ranger teams successfully disrupted poaching networks, dismantled camps, and confiscated illegal gear.

Regional governance and institutional structures achieved major milestones through the successful regularisation of 13 out of 17 private reserves, with non-compliant signatories granted conditional extensions. Progress was also made with the establishment of the GLTFCA Secretariat through a formal Deed of Trust. Concurrently, infrastructure development initially advanced under the Medium-Term Expenditure Framework until severe flooding in January 2026 caused widespread damage to roads, bridges, buildings, and utilities, prompting a comprehensive recovery programme.

Several critical risks emerged or persisted during the reporting period, highlighted by an uptick in rhino poaching that indicates evolving tactics by criminal syndicates. Human-wildlife conflict, specifically elephant crop raids and livestock predation, continued to strain relationships with neighbouring communities despite mitigation efforts. Additionally, infrastructure vulnerability remains high due to the combination of recent flood damage, ageing utility services, and deteriorating boundary fences.

STATE OF AREA INTEGRITY MANAGEMENT (SOAIM)

Over the past decade, State of Area Integrity Management (SoAIM) assessments have been conducted at the park or sectional level to evaluate the effectiveness of operational management interventions and determine the extent to which parks are functioning efficiently. These assessments place particular emphasis on whether the necessary people, systems, processes, and resources are in place, and actively applied, to achieve the desired ecological, safety, and security outcomes within protected areas.

Performance is assessed in relation to both risk and the relative importance of each criterion, with scores reflecting the current level of Area Integrity. In 2025, SoAIM assessments were completed across all parks. Following detailed analysis, each park identified key corrective actions, with progress against these measures monitored on an ongoing basis and reported quarterly.

SoAIM assessments are conducted on a biennial cycle, with the next round scheduled for 2027.

PARKS OPERATIONS: LAW ENFORCEMENT AND AREA INTEGRITY



Poachers Apprehended At Cape of Good Hope, Table Mountain National Park

Table Mountain National Park

During the 2025/2026 financial year, TMNP strengthened its safety, security, and area integrity programme through expanded patrols, targeted law enforcement operations, and enhanced inter-agency coordination.

Between April 2025 and March 2026, more than 3 800 patrols were conducted, supported by rapid deployments and joint operations with the SAPS, Metro Police, the DFFE, and neighbourhood watch groups. These coordinated interventions resulted in a marked reduction in serious crime incidents, declining from 37 cases (January–March 2025) to three cases (January–March 2026), thereby restoring visitor confidence in safety across the park.

The expansion of the Sea–Air–Mountain (SEAM) Unit proved transformative, significantly improving hotspot coverage, incident investigation capacity, and inter-agency coordination. The unit was increased from 16 to 40 members and, together with park field rangers, was equipped with additional operational equipment and technology to strengthen law enforcement capability and overall operational effectiveness.

Marine poaching enforcement remained a priority. Under Operation Phakisa, TMNP and its partners conducted vessel inspections, arrests, and seizures, including the confiscation of 1,150 shucked abalone at Smitswinkel Bay. Ranger deployments to the Robben Island Marine Protected Area enhanced compliance monitoring and integration with the CMore surveillance and recording system.

The SEAM Unit also undertook a one-month extended marine deployment within the TMNP Marine Protected Area, in collaboration with the City's Marine Law Enforcement vessel, resulting in multiple arrests and seizures of illegally harvested abalone and West Coast rock lobster. These interventions disrupted organised poaching syndicates operating in False Bay and Hout Bay and reinforced SANParks' national commitment to marine resource protection.

Following the restructure of the TMNP Canine (K9) Unit and the appointment of a K9 Manager, the K9 remedial plan progressed through kennel inspections, enhanced tactical training, enrichment activities, and coordinated deployments across the park. Operations conducted during high-risk day and night periods resulted in successful arrests and strengthened compliance monitoring. This included enforcement related to West Coast rock lobster and the recovery of a firearm linked to criminal activity. Volunteer K9 trail groups further supported search-and-rescue operations on high-risk trails. An expert-led needs analysis informed future planning, with preparations underway to expand the unit across TMNP's three park sections through satellite units, procurement of additional dogs, and the training of new handlers.

Illegal bark stripping remains a concern in the afro-temperate forest areas of TMNP, particularly in Newlands Forest, where bark is harvested primarily for traditional medicine. This practice often results in tree mortality due to increased vulnerability to pests, disease, and environmental stress. Affected species include Black Stinkwood, Assegai, Cape Beech, Cape Holly, and Red Alder. Targeted interventions were implemented to prevent illegal harvesting and rehabilitate affected areas, including the propagation of harvested seeds in nurseries and replanting through a joint restoration initiative with traditional healers.

A revitalised volunteer programme strengthened participation in awareness patrols, visitor engagement, and safety initiatives. The re-engagement of Honorary Rangers and community partners improved visibility, intelligence-sharing, and collaborative stewardship across the park.

Mapungubwe National Park

The Mapungubwe National Park section of the Greater Mapungubwe Transfrontier Conservation Area faces persistent challenges related to illegal cross-border activities. Undocumented migrants and cigarette smugglers frequently traverse the park from Zimbabwe, taking advantage of the unfenced boundaries between Botswana, Zimbabwe, and South Africa, where the Limpopo River serves as a natural border.

During periods of low water flow, the river becomes easily crossable, resulting in daily incidents of livestock being herded into South Africa. This movement presents significant biosecurity risks, including the potential spread of diseases such as foot-and-mouth disease and anthrax. Over the past 12 months, authorities have confiscated substantial quantities of illicit goods, particularly smuggled goats and cigarettes.

Strong collaboration between the Border Management Authority, SAPS, and the SANDF has been critical in addressing these challenges. Conservation authorities continue to intensify cooperative efforts to curb the illegal movement of people, goods, and livestock across the region.

Golden Gate Highlands National Park

In GGHNP, livestock theft remains an ongoing challenge, with stolen animals often driven through the park as a transit route between Lesotho and South Africa. These activities are frequently associated with incidents of arson, posing additional threats to ecosystems. Rangers work closely with SAPS, SANDF, and specialised stock theft units to monitor and respond to these risks, which are exacerbated by the park's proximity to the Lesotho border.

Illegal Abalone Harvesting

Illegal abalone harvesting poses a significant threat within Marine Protected Areas and along coastal regions. Through Operation Phakisa, SANParks has strengthened collaboration with various government agencies to combat these activities. Multiple enforcement operations have resulted in arrests and the confiscation of abalone, vessels, vehicles, and equipment, all of which have been forfeited to the state.



Sam Madalane K9 Unit Manager Kruger National Park Ranger Patrols

Wildlife Poaching

An increasing concern across the park system is the rising incidence of wildlife poaching using snares and traps, reflected in the growing number of confiscated snares. The theft of fencing and related infrastructure also remains a persistent and escalating issue. Beyond the immediate damage, compromised fencing allows wildlife to escape and livestock to enter protected areas, creating additional ecological and management challenges. Fence theft is often closely linked to snaring activities, as damaged barriers provide easier access for poachers.

RANGERS AT OUR SERVICE

Rangers perform a wide range of duties across the diverse land- and seascapes of national parks. Core responsibilities include maintaining area integrity through patrols, enforcing laws and ensuring compliance, and monitoring fauna and flora. The scope and intensity of these activities vary depending on whether a park is rural, peri-urban, or urban. In addition to these core functions, rangers are responsible for infrastructure monitoring and maintenance, including fences, water systems, and roads.

Their duties also extend to managing invasive alien species, conducting game capture operations, ensuring visitor safety, firefighting, marine and boating operations, and controlling access at park gates. In response to the ongoing threat of rhino poaching in recent years, many rangers are heavily involved in anti-poaching operations, particularly in parks that host the "Big Five."

The ranger workforce also includes specialised personnel trained for specific roles, such as expert trackers, visitor safety rangers, pilots, vessel skippers and crew, and dog handlers who enhance security operations using trained canine units.

ECOLOGICAL EVENTS

Table Mountain National Park Fires



Fire On The Front Face Of Table Mountain National Park

TMNP experienced fewer fires during the 2025/2026 financial year, with 136 incidents recorded compared to 141 in 2024/2025. This represents a 3.5% year-on-year decrease. Increased targeted ranger patrols and improved response times prevented a further 42 campfires, primarily abandoned by displaced individuals,from escalating into fire incidents.

While the Western Cape's traditional fire season typically runs from December to March, the 2025/2026 season commenced earlier, in September and October, with a growing trend of extended fire risk through to May. November and December saw a notable increase in "Red Fire Days" and fire responses (46 compared to 37 in the previous year), highlighting the increasing influence of climate variability. In response, planning for the 2026/2027 fire season includes earlier deployment of full-strength crews and improved coordination of aerial firefighting resources between the City of Cape Town and TMNP.

TMNP achieved an 87% success rate in containing fires within 90 minutes of first report. The expanded use of thermal drones enhanced fire suppression effectiveness and contributed to a 65% reduction in post-fire flare-ups during mop-up operations. For the third consecutive year, there was no loss of life or major infrastructure damage across the urban–wildland interface.

The April 2025 Tokai fire caused damage to ablution facilities, signage, and trail infrastructure, including boardwalks, in the Tokai and Silvermine areas. Remedial work commenced promptly, with Tokai reopening in July 2025 and Silvermine in September 2025. A significant incident during the year was the loss of a contracted firefighting helicopter, however, no firefighting personnel were injured, and the pilot made a full recovery.

Tsitsikamma Fires

In December 2025, a large wildfire broke out in the Keurbooms–Soetkraal area of the Tsitsikamma section of GRNP. The fire burned approximately 22,000 hectares of remote, mountainous terrain and posed a threat to nearby communities, including orchards and homes in the Langkloof and The Crags areas.

SANParks led a coordinated, multi-agency response, supported by MTO Forestry, local municipalities, the Southern Cape Fire Protection Association, and private landowners. Ground crews and aerial resources, that included helicopters and spotter aircraft, were deployed to contain the fire within designated management zones. Response efforts prioritised the protection of lives, property, and critical infrastructure, resulting in only minor damage.

Although suppression efforts amounted to approximately R4.4 million, the fire is expected to yield long-term ecological benefits, including the regeneration of fynbos vegetation and a reduction in fuel loads, which may lower future fire risk. The incident highlighted the value of strong partnerships in firefighting, effective logistical coordination, and the importance of aligning emergency response efforts with long-term ecological restoration objectives.

KGODUMODUMO DINOSAUR INTERPRETATION CENTRE



A look Inside Kgodumodumo Dinosaur Interpretation Centre

GGHNP is widely recognised for its exceptional geological, geomorphological, and palaeontological heritage. The Elliot Formation is particularly notable for its rich assemblage of dinosaur fossils. A significant discovery of fossilised dinosaur eggs containing foetal skeletons dating back to the Late Triassic period (approximately 200–230 million years ago) has elevated the site's international scientific importance.

To enhance public education and interpretation of this heritage, the Kgodumodumo Dinosaur Interpretation Centre has been completed. Exhibition materials, including specialised components manufactured and shipped from New Zealand, form part of the centre's displays. Since opening in June 2025, the centre has recorded over 88,500 visitors. Regional visitation from SADC countries continues to grow, with most visitors from Lesotho (121) and Namibia (30). Domestic visitation is dominated by the Free State (60 321 visitors), followed by Gauteng (17 868 visitors).

RAMSAR SITE – AGULHAS PLAIN

In February 2026, the Soetendalsvlei and Ratel River complex, located within Agulhas National Park, was formally designated as a Ramsar site under the name "Agulhas Plain." This represents Phase 1 of the designation process. The inclusion of the Heuningnes River system is planned for a subsequent phase, subject to consultation and agreement with landowners within the Nuwejaars Special Management Area.

AGULHAS LIGHTHOUSE PRECINCT

The Agulhas Lighthouse Precinct reached practical completion and is scheduled for official launch in April 2026. The development includes a restaurant, curio store, and vendor stalls, with a strong emphasis on local economic participation and community upliftment.

GRASS HARVESTING IN GOLDEN GATE HIGHLANDS NATIONAL PARK

Traditional harvesting of grasses used for broom-making, mat and hat weaving, and thatching continues successfully in GGHNP. During the reporting period, three grass species were harvested by traditional harvesters from surrounding communities. The park remains one of the few areas where these species are still found in sufficient abundance. The initiative supports sustained access to natural resources while preserving indigenous knowledge systems and cultural practices.

AFRICAN STORYTELLING WORKSHOP

In March 2026, the SANParks Social Cohesion Unit, in partnership with the SA Gallery of Legends (SAGoL) Foundation, hosted a workshop focused on the protection and promotion of cultural heritage. The event brought together local storytellers, traditional dance groups, and crafters to share and celebrate indigenous knowledge.

SAGoL facilitated participation by inviting renowned cultural figures, Dr Gcina Mhlophe and Ms Helen Sebidi, who engaged participants through storytelling and artistic exchange. Local dance groups actively participated and were joined by SAGoL guests, contributing to a vibrant display of Basotho cultural expression. The workshop fostered meaningful cultural exchange and reinforced efforts to safeguard living heritage practices.

RICHTERSVELD DESERT BOTANICAL GARDEN



WWF House in IAi-IAis/Richtersveld Transfrontier Park Host More Than 800 Species of Plants

The Richtersveld Desert Botanical Garden, located in Richtersveld National Park, was officially launched in August 2024 in partnership with the South African National Biodiversity Institute (SANBI). It is the only national park in South Africa to host a botanical garden within its boundaries.

The garden originated in 2013 as a rescue initiative for plants affected by mining activities and expanded in 2017 to include specimens salvaged from construction and mining sites across the region. With SANBI's support, since 2018 the garden has continued to grow as a hub for conservation, research, and ecological restoration.

During the reporting period, the garden strengthened its ex-situ conservation efforts through monitoring, fieldwork, and the collection of over 311 plant voucher specimens, alongside more than 500 biodiversity records. Seed banking initiatives were expanded to include rare and threatened species, supporting long-term genetic preservation. Ongoing collaboration with SANBI, the Royal Botanic Gardens, Kew, and academic institutions enhances research, training, and public awareness, contributing to climate resilience and conservation impact.

STRATEGIC BABOON MANAGEMENT

The Cape Peninsula Baboon Management Joint Task Team (CPBMJTT), comprising SANParks, CapeNature, and the City of Cape Town, progressed with the development of the Cape Peninsula Baboon Strategic Management Plan (BSMP). The plan aims to ensure sustainable, long-term management of baboon populations through integrated interventions, including fencing, population management, waste management, and awareness initiatives.

An Action Plan developed by the CPBMJTT and the Cape Baboon Partnership as the implementing agent was reviewed by local and international experts. The Baboon Advisory Group was consulted prior to finalisation. The plan seeks to maintain a healthy, free-ranging baboon population while reducing human–baboon conflict and reliance on reactive management approaches.

Key interventions include the establishment of a baboon sanctuary, relocation of two troops, construction of a northern boundary fence, improved waste management systems, and the development of an urban wildlife management by-law. During the reporting period, progress was made in refining the alignment of the northern fence to avoid impact on sensitive species such as the Silver Leaf Protea. Planning also commenced for the construction of the first sanctuary enclosure and the development of its management plan, following the relocation of the site to City-owned land.

INTERNATIONAL PARTNERSHIP: TMNP AND RÉUNION ISLAND NATIONAL PARK

The partnership between TMNP and Réunion Island National Park (PNRun), supported by a R24,223,813.75 grant from Agence Française de Développement (AFD), has significantly strengthened both parks' capacity to address shared strategic priorities. The programme enabled structured peer-to-peer engagement through virtual exchanges and in-country site visits, directly informing the development of the TMNP Park Management Plan 2026–2036.

In 2025, joint learning focused on climate change, ecological restoration, tourism risk mitigation, and stakeholder relations. Climate change workshops held in both South Africa and Réunion Island facilitated cross-learning and broad stakeholder engagement. Ecological restoration exchanges supported targeted research into invasive plant management and the impacts of sambar deer in TMNP's Afromontane forests, alongside productivity studies of invasive alien plant clearing teams.

Tourism risk mitigation exchanges, led by the Réunion team, addressed the management of high visitor volumes, overcrowding, and high-impact trail use, supporting a balanced approach between conservation and tourism. The stakeholder relations component drew valuable lessons from Réunion Island's community engagement models, particularly in relation to the Mafate community.

Programme funding further supported stakeholder mapping and cultural demand studies in TMNP, expanded volunteer and heritage initiatives, and enabled professionally facilitated participation processes for the new Park Management Plan.

Overall, the partnership strengthens TMNP's contribution to safeguard the Cape Floristic Region as a UNESCO World Natural Heritage Site, while also generating transferable models for protected area governance.

SMALL-SCALE FISHERS PROGRAMMES



SANParks and Honorary Rangers Donates Fishing Equipment To Hornlee Community Anglers In Western Cape

Cape Region

The Small-Scale Fishers Programme in the Cape Region expanded on previous equipment support through targeted training initiatives. SANParks, in partnership with the Small Enterprise Development and Finance Agency (SEFDA), delivered pre-incorporation business training to support cooperative development and improve access to future funding opportunities. A total of 50 participants from six cooperatives attended the two-day programme.

In collaboration with the National Development Agency, SEFDA, and the DFFE, cooperative governance training was delivered to 21 small-scale fishing cooperatives located in communities adjacent to Agulhas National Park, (TMNP), and the West Coast. The training focused on strengthening understanding of the business environment and building sustainable operational foundations.

Namaqua Area

In Hondeklip Bay, the recently launched Small-Scale Fishers Support Programme provides a structured development pathway for 20 young men and women between the ages of 18 and 35. The initiative promotes a community-based approach to small-scale fishing, strengthening the link between local communities and marine resource use. It also aims to reduce illegal fishing by facilitating access to permits and encouraging the transfer of knowledge between experienced fishers and younger participants, thereby supporting both skills development and long-term sustainability.

Wilderness Angler Support Programme – Garden Route National Park

In the Wilderness section of GRNP, an angler support programme was initiated to contribute to the socio-economic development of communities living adjacent to the park. A handover ceremony was held in 2025, during which 44 participants received fishing permits and participated in capacity development initiatives.

The programme empowers women and youth, promotes sustainable fishing practices, and supports food security within the community. By building skills and encouraging compliance with fishing regulations, the initiative aims to strengthen the local marine economy. Ongoing support and training will be essential to sustain these outcomes and ensure long-term benefits for the Touwsranten community.

EVENTS SUPPORTING TOURISM, COMMUNITY ENGAGEMENT AND CONSERVATION

Augrabies Falls National Park

Several successful events were hosted at Augrabies Falls National Park during the reporting period, including the Klipspringer Challenge and the Augrabies Mountain Bike Race. During the Klipspringer Challenge, above-normal flow levels in the Orange River created a dramatic setting, with the powerful Augrabies Falls providing a unique and challenging backdrop for a weekend of trail running. The increasingly popular two-day mountain bike race attracted 83 participants.

Golden Gate Dino Challenges



Participants At Golden Gate Dino Challenges At Golden Gate Highlands National Park

The Golden Gate Dino Challenge running event was successfully held in March 2025 at GGHNP. The event offered a range of distances to accommodate runners of varying abilities and, for the first time, introduced a mountain biking (MTB) route. This addition responded to longstanding interest from the cycling community. Both the running and cycling components received overwhelmingly positive feedback, with participants highlighting the unique experience of engaging in these activities within a national park setting.

Otter African Trail Run

The Otter African Trail Run, hosted in the Tsitsikamma section of GRNP, exemplifies the integration of conservation, community engagement, and sporting excellence. With over 600 participants navigating the rugged coastal trails during the race weekend, the event showcases the region's natural beauty while reinforcing the importance of environmental stewardship. The event's commitment to the "Otter Green Principle" ensures that activities are conducted in a manner that supports the protection of this near-pristine ecosystem.

Beyond its environmental focus, the event contributes to socio-economic inclusion and community development. Initiatives such as trail transport services, the participation of disadvantaged athletes, and support for the Kurland Running Club promote accessibility and inclusivity. Through these efforts, the event fosters broader awareness of conservation values and strengthens community engagement.

Serenade in the Knysna Forest

More than 350 attendees gathered beneath the King Edward Big Tree in the Knysna forest on 15 March 2026 for the fourth edition of the Serenade that was hosted by the SANParks Honorary Rangers from Knysna. The event transformed the natural soundscape into a rich musical experience, blending classical and contemporary performances within a unique forest setting.

Audiences were captivated by performances from tenor Pierre van der Westhuizen, saxophonist Jaco Kriek, violinist Elina Koycheva, and soprano Louise Howlett, with pianist Albert Combrink accompanying most pieces. The programme delivered a well-balanced and engaging musical experience. Events of this nature highlight the importance of cultural engagement within conservation spaces, while also showcasing the contribution of the Honorary Rangers. Proceeds from the event will support conservation initiatives within the GRNP.

Table Mountain National Park Events

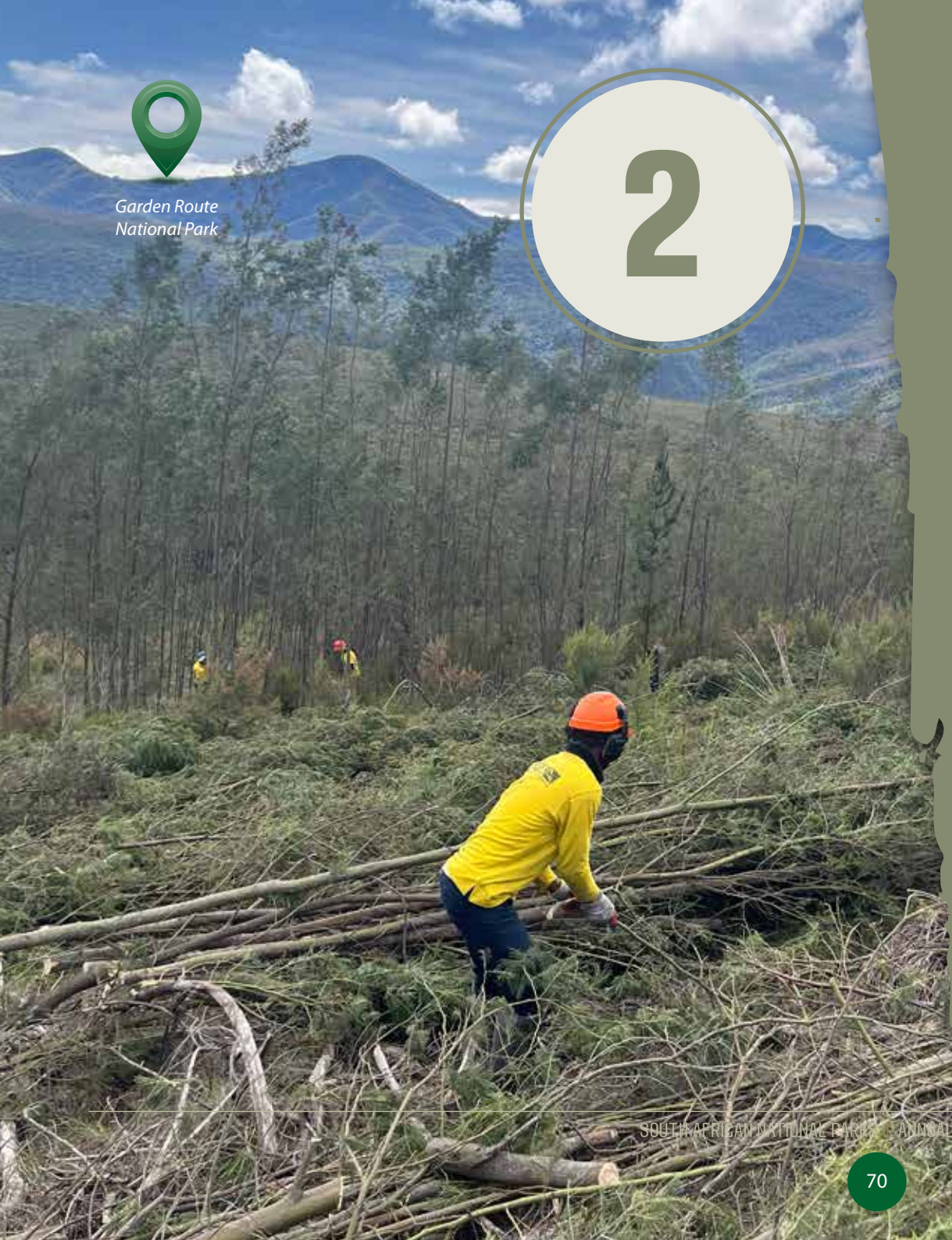
During the review period, TMNP hosted a diverse range of events, including sporting activities and open-air functions. On average, the park accommodates approximately 40 large commercial sporting events annually, spanning trail running, cycling, swimming, hiking, and surfing, as well as around 250 smaller functions within its open-air environments. Event participation ranges from 30 to 4 000 individuals, excluding spectators and event personnel.

These events contribute to increased tourism, generating additional gate revenue and promoting the park's scenic and ecological assets to broader audiences. Event platforms also provide opportunities to communicate SANParks' conservation mandate in innovative and engaging ways.

At the same time, the permitting process is carefully managed to minimise environmental impact. Measures include the designation of specific routes and participant limits, approval of spectator zones, and strict requirements for organisers to adhere to "leave no trace" principles. Controls are also in place to limit waste, noise, vehicle use, and footfall impacts, thereby mitigating risks such as soil erosion, vegetation damage, and littering.



Seranade In The Kynsna Forest: More Than 350 Guests Enjoyed An Evening Of Classical And Contemporary Music Beneath The Iconic King Edward Big Tree



Garden Route National Park

2

OUTCOME 2

SUSTAINABLE AND INCLUSIVE ECONOMIC GROWTH BY FOSTERING A RESILIENT, BIODIVERSITY-DRIVEN ECONOMY THAT CREATES EQUITABLE OPPORTUNITIES, ENHANCES LOCAL LIVELIHOODS, AND PRESERVES NATURAL ECOSYSTEMS FOR FUTURE GENERATIONS.

This builds on outcome 1 by driving sustainable and inclusive economic growth. It emphasises a resilient, biodiversity-driven economy that creates equitable opportunities, enhances local livelihoods, and ensures that natural ecosystems are preserved for future generations.

Outcome 2 advances SANParks' Vision 2040 Pillar on Inclusive Economic Development by using biodiversity conservation to support economic participation, enterprise development, employment and community empowerment.

Key programmes include the Biodiversity Economy, Enterprise and Supplier Development, Expanded Public Works, Bioprospecting, Ocean Economy initiatives, community-based tourism and strategic partnerships.

Together, these interventions expand access to conservation-based opportunities, strengthen local economies and promote job creation, social transformation and sustainable livelihoods—while safeguarding biodiversity.

Outcome 2 advances the repositioning of inclusive conservation within society by demonstrating how biodiversity can serve as a catalyst for equitable economic participation, shared prosperity, and sustainable livelihoods. It reflects a deliberate shift from conservation as a protected and exclusionary practice towards a socially embedded model in which communities become active economic participants within conservation landscapes.

With a focus on equitable participation across the wildlife, bioprospecting, and ocean economy sectors, the outcome positions biodiversity as both an economic and societal asset that contributes to livelihoods, enterprise development, local resilience, and inclusive economic growth, while maintaining ecological sustainability. At its core, the objective of Outcome 2 is to ensure that conservation landscapes generate tangible socioeconomic benefits, empower historically, marginalised communities through skills and capacity development, strengthen participation in biodiversity value chains, and safeguard environmental sustainability alongside community rights.

The Programme is guided by a strong and evolving policy framework that places communities at the centre of conservation and economic development. The White Paper on the Conservation and Sustainable Use of South Africa's Biodiversity (2023) provides a clear mandate for inclusive conservation by integrating social justice, economic participation, and biodiversity stewardship, while the Draft National Biodiversity Strategy and Action Plan (2026–2035) aligns South Africa's conservation priorities with the global commitments of the Kunming-Montreal Global Biodiversity Framework, recognising biodiversity as a contributor to poverty alleviation, job creation, and climate resilience.

This direction is further reinforced by the outcomes of the 10th People and Parks National Conference, which advocates for minimum allocations of biodiversity economy opportunities to communities, the formalisation of co-governance structures, and the establishment of funding mechanisms to support community-owned enterprises. At an institutional level, SANParks' Vision 2040 provides a unifying framework through the MLL approach, promoting integrated landscapes in which conservation, cultural heritage, and economic development are mutually reinforcing and interdependent.

SOCIO-ECONOMIC TRANSFORMATION (SET) PROGRAMME

The Socio-Economic Transformation (SET) Programme of SANParks continues to evolve as a central mechanism for advancing inclusive conservation by integrating biodiversity stewardship with socio-economic development. During the reporting period, the Programme demonstrated a clear transition from fragmented, project-based implementation towards a more integrated, systems-based approach aligned with national policy frameworks, SANParks' Vision 2040 and the MLL model.

This shift is reflected in strengthened governance arrangements, formalised partnerships with institutions such as the National Youth Development Agency (NYDA) and the People and Parks National Committee, as well as an increased focus on structured programme delivery. Across all implementation areas, the Programme prioritised the inclusion of youth, women, and historically marginalised communities, ensuring that conservation contributes meaningfully to livelihoods, enterprise development, and community resilience.

INTEGRATED BIODIVERSITY ECONOMY PROGRAMME

The Biodiversity Economy Programme remains one of SANParks' primary mechanisms for advancing inclusive economic development within conservation landscapes. The programme seeks to unlock the socio-economic value of biodiversity through sustainable utilisation, beneficiation, and enterprise development opportunities that contribute to conservation outcomes while creating economic opportunities for historically disadvantaged communities.

The programme is implemented through four interconnected components comprising the Wildlife Economy, Bioprospecting and Access and Benefit Sharing (ABS), Ocean Economy initiatives, and biodiversity-linked enterprise development opportunities. Collectively, these interventions aim to strengthen community participation in conservation value chains, improve access to biodiversity assets, support the growth of local enterprises, and enhance livelihood opportunities across the Mega Living Landscapes (MLLs).

By integrating conservation objectives with socio-economic development priorities, the programme contributes to transforming the biodiversity sector while strengthening SANParks' social licence and advancing the principles of inclusive conservation.

WILDLIFE ECONOMY

The wildlife economy remains a key entry point for community participation in conservation-linked economic activities. During the reporting period, 285 animals were delivered to local communities and emerging game farmers, contributing to the expansion of community participation in wildlife-based value chains and supporting livelihood development.

Programme interventions extended beyond animal donations to include:

- Game donation and co-management initiatives, to enable communities to participate in tourism, hunting, and breeding programmes in restituted areas.
- Development of community-operated tourism enterprises, including camps, guided game drives, and cultural tourism offerings.
- Integration of wildlife economy initiatives into broader development plans within co-management areas.

At Awelani Eco-Lodge, progress was made in strengthening a community-linked tourism enterprise by submitting a comprehensive business plan and technical drawings to the municipality, thereby supporting future infrastructure development and commercial viability.

A key strategic intervention was the Meals on Wheels partnership, which links biodiversity resources to enterprise development. The programme provides training in food preservation, hygienic processing, and leather production, targeting youth and women from communities adjacent to national parks. The initiative is structured through a Memorandum of Understanding and aims to reach 200 beneficiaries over five years, with a strong focus on market access and product development.



Capture And Translocation Operations During The Delivery Of Animals



A Herd Of Eland Being Captured For Delivery



Ms Skumsa Ntshanga, Head Of Socio Economic Transformation In The Greater Kruger During The Graduation Ceremony Of 40 Youth And Women From Communities Adjacent To National Parks And Mega Living Landscapes

In response to conservation challenges, SANParks initiated targeted feasibility studies:

- In the Greater Kruger landscape, a study on a community-led game meat depot aims to reduce illegal snaring by creating legal, community-based wildlife utilisation opportunities aligned with draft Game Meat Regulations.
- In Hout Bay, a feasibility study on abalone cage culture, in partnership with a secondary cooperative representing ten primary cooperatives, explores alternative livelihood models to address illegal abalone harvesting. The proposed system offers lower capital requirements and improved access for small-scale fishers.

Despite progress, challenges remain in enabling communities to access higher-value segments of the wildlife economy, particularly regarding infrastructure, skills development, and market integration.

BIOPROSPECTING

Bioprospecting initiatives demonstrate the integration of biodiversity resources, indigenous knowledge systems, and enterprise development. These initiatives are supported through Access and Benefit-Sharing (ABS) frameworks, ensuring that communities derive both monetary and non-monetary benefits, including royalties, capacity building, and participation in research and development.

Key projects implemented during the reporting period include:

- **Kei Apple Project (Thulani, near KNP):** focuses on agro processing of Kei apples into products such as jams and juices, reducing post-harvest losses and supporting small-scale enterprise development. Plans for processing infrastructure are underway to strengthen commercial viability.
- **Lala Palm Project:** integrates traditional knowledge with value-added production, including craft manufacturing and potential expansion into cosmetic products such as palm oil, thereby diversifying income streams.
- **Complementary food production initiatives** linked to biodiversity resources demonstrate how community-based production systems can support livelihoods, food security, and small-scale enterprise development through improved sustainable farming practices and water-efficient irrigation methods within conservation-linked landscapes.
- The **Gingirikani Agricultural Project** demonstrates an integrated approach to sustainable livelihoods, biodiversity conservation, and community empowerment by strengthening rural communities through livelihood support, infrastructure development, and environmentally responsible practices such as soil conservation and water management, while preserving traditional farming methods and indigenous knowledge systems.

The initiative also raises awareness of human-wildlife conflict, climate change, and sustainable resource use, and supports food gardens and local enterprise development. Despite challenging climatic conditions, agricultural outputs, including watermelon, okra, mielies, and chilies, performed well, with produce supplied to formal markets such as the Johannesburg Fresh Produce Market.

Infrastructure support, which included a donated cold storage facility and solar power system, reduced post-harvest losses and improved market readiness, while governance challenges were addressed through mediation and improved resource-sharing arrangements. Additional support from partners such as Rand Water strengthened the sustainability of projects, including Dziphathutshedzo and Nwahuvani, through financial and technical assistance, enabling supply to local retail outlets, including those within KNP.

Collectively, these initiatives demonstrate a growing shift towards integrated bioprospecting models that combine indigenous knowledge, biodiversity resources, value addition, infrastructure, and market access to support scalable community-based enterprises within conservation landscapes, while coordination platforms such as BioPANZA strengthen commercialisation opportunities and long-term sector growth.

- **Traditional Healers Support Programme:** promotes the cultivation of medicinal plants through community nurseries, reducing pressure on wild populations while creating income opportunities. The programme incorporates agro-ecological practices such as composting and water conservation, and is implemented across multiple parks in partnership with organisations such as Nature Speaks and Responds.
- The **Sustainable Flower Harvesting Project** in Agulhas National Park demonstrates the potential of regulated natural resource use within the bioprospecting value chain by promoting sustainable harvesting of indigenous plant species through formal permitting processes and structured participation by local SMMEs.

Participating enterprises harvest species such as Protea compacta and Leucadendron platyspermum in accordance with approved environmental and industry frameworks,



Jabu Nyami, Game Ranching And Game Meat Production SMME From Mpumalanga, Supported By SANParks To Attend 1st Annual Vision 2040 Indaba in Gqeberha, Eastern Cape

supporting responsible resource utilisation, enterprise development, and access to both local and export markets, including representation through industry bodies such as Cape Flora SA. Diversification into processed products, including sour fig-based goods for retail markets, further demonstrates the expansion of opportunities within the biodiversity economy.

While the project reflects meaningful progress in integrating sustainable harvesting, enterprise development, and market participation within conservation-linked value chains, challenges remain in scaling production, maintaining consistent supply chains, and strengthening market access for community-based products. Investment in infrastructure, technical support, and value-chain integration are critical to strengthen the long-term sustainability and commercial viability of these initiatives, while reinforcing the role of conservation in linking biodiversity, indigenous knowledge, and inclusive economic development.



Sustainable Flower Harvesting Project



Awelani Makuya Farm Showcasing Eco Tourism

The ABS frameworks continue to strengthen the recognition of communities as custodians of traditional knowledge, while enabling both monetary and non-monetary benefits to flow from the use of biodiversity resources and indigenous knowledge systems. These benefits include royalties, capacity building, technology transfer, and participation in research and development initiatives.

During the reporting period, efforts focused on expanding community awareness and participation in bioprospecting activities through targeted training programmes covering sustainable harvesting practices, product development, enterprise management, and value-chain participation. The establishment of coordination mechanisms such as BioPANZA further supported the development of a more structured and inclusive bioprospecting sector by strengthening collaboration between communities, researchers, markets, and potential investors.

These initiatives implemented reinforce the integration of traditional knowledge, science, conservation, and economic development, positioning biodiversity resources as part of broader systems for creating societal and livelihood value. At the same time, several challenges remain, particularly in scaling production, strengthening supply-chain consistency, and improving market access for community-based products.

Addressing these constraints will require sustained investment in infrastructure, technical support, market development, and value-chain integration. Despite these challenges, bioprospecting initiatives are making an important contribution towards sustainable livelihoods, inclusive economic participation, and the long-term conservation and sustainable use of biodiversity resources.



Traditional Healers Supported By Kruger National Park With Medical Plants

OCEAN ECONOMY

The ocean economy is an important component of the biodiversity economy, particularly within coastal communities where marine resources support livelihoods, food security, and local economic activity. Through the Small-Scale Fisheries Programme, communities are provided with training, equipment, and institutional support to promote sustainable fishing practices and strengthen economic participation and community resilience.

Partnerships with government departments, municipalities, and Non-Governmental Organisations (NGOs) have played a critical role in supporting implementation and improving sustainability, although challenges relating to infrastructure, market access, and regulatory compliance still require targeted intervention. Collectively, these initiatives reflect the growing recognition of marine ecosystems as both ecological assets and drivers of inclusive economic participation within coastal conservation landscapes.



Supporting Sustainable Small-Scale Fisheries and Coastal Livelihoods Through The Ocean Economy Programme



Launch Of SANParks Sanlam Fund At Augrabies National Park

GREENING AND CLIMATE CHANGE INITIATIVES

Greening initiatives and climate change interventions sought to strengthen the repositioning of inclusive conservation by linking environmental stewardship with community development, climate resilience, and sustainable livelihoods. Implemented across communities and schools, these programmes focus on activities such as reforestation, food gardens, and environmental awareness campaigns that contribute to food security, local economic development, and climate adaptation.

A multi-stakeholder approach involving government departments, Non-Profit Organisations (NPOs), community structures, and collaborative steering committees has strengthened coordination and programme implementation, while also advancing environmental education and fostering a culture of environmental stewardship, particularly among young people. Collectively, these initiatives reinforce conservation's role within society as both an environmental and socio-economic imperative.

ENTERPRISE AND SUPPLIER DEVELOPMENT

The objective of this component is to strengthen the capacity of communities to participate meaningfully in conservation-linked economic opportunities while supporting the growth and sustainability of local enterprises, thereby reinforcing the repositioning of inclusive conservation as a driver of shared socioeconomic value. Enterprise and Supplier Development (ESD) initiatives have focused on increasing the participation of local SMMEs in SANParks supply chains and concession opportunities, with procurement spending directed towards community enterprises contributing to local economic development and job creation.

Complementary capacity-building programmes have equipped beneficiaries, particularly youth, women, and persons with disabilities, with skills in business management, governance, compliance, and technical areas. Aligned with SANParks Vision 2040, the ESD programme further promotes inclusive economic growth, preferential procurement, cooperative development, access to funding and markets, and the strengthening of aspiring, inactive, and underperforming suppliers, with a particular emphasis on supporting 51% Black-owned enterprises within conservation landscapes.

During the reporting period:

- **19 SMMEs** were reached through Supplier Day engagements across Mapungubwe, Marakele, Golden Gate Highlands, and GNP, providing access to procurement information and funding opportunities
- **182 SMMEs** participated in structured training across seven sessions, covering business planning, costing and pricing, governance, compliance, and sector-specific opportunities such as apiculture
- In KNP, more than **80 SMMEs**, including youth and persons with disabilities, received business management training aimed at enterprise formalisation and market readiness
- At Agulhas National Park, **13 SMMEs** were trained to access tourism-related opportunities such as curio shops and vendor stalls, with follow-up support enabling enterprises to respond to procurement opportunities and formalise operations

Cooperative governance training, delivered in partnership with the National Development Agency (NDA), DGVR, Small Enterprise Development and Finance Agency (SEDFA), and DFFE from 17–19 November 2025, reached **40 participants** representing **20 cooperatives** across multiple coastal communities.

SANPARKS-SANLAM ENTERPRISE AND SUPPLIER DEVELOPMENT FUND

A significant milestone in SANParks' enterprise development agenda remains the implementation of the SANParks–Sanlam Enterprise and Supplier Development Fund. The fund was established to address one of the most significant barriers facing emerging enterprises: access to working capital needed to execute procurement contracts and participate meaningfully in supply chains.

Since its inception, the fund has expanded from its pilot implementation within KNP to a national programme supporting enterprises across the SANParks estate. As at 31 March 2026, the fund had supported 172 SMMEs through financing valued at R35.7 million, enabling participating enterprises to execute contracts, improve business sustainability, and strengthen participation within conservation and tourism value chains. The programme has enabled an estimated 297 employment opportunities while maintaining a strong focus on transformation, with 34% of supported enterprises women-owned and 38% youth-owned.

The fund demonstrates the importance of strategic partnerships in addressing financial exclusion and creating opportunities for small enterprises to participate meaningfully in conservation-linked economic opportunities.

Supplier Day engagements and the Sanlam-SANParks Purchase Order Fund launches were implemented across multiple parks to improve access to procurement opportunities, enterprise development support, and financial resources for SMMEs operating within conservation landscapes.

Key engagements included launches at Bontebok National Park on 05 November 2025 with 25 participants, and Agulhas National Park on 28 October 2025 with 45 participants. These launches were supported by institutions such as the Companies and Intellectual Property Commission (CIPC), South African Revenue Service (SARS), and SEDFA.

At GGHNP, a Supplier Day and Sanlam Fund launch held on 01 October 2025 attracted 87 participants and included internal training for 42 SANParks staff members from Supply Chain Management, Finance, and SET on the Sanlam zero per cent-interest loan facility. Additional supplier development initiatives and procurement fund training sessions were implemented at Mountain Zebra National Park (218 participants), Karoo National Park (118 participants), and Camdeboo National Park (70 participants). These events focused on costing, tendering, and improving access to finance for purchase order fulfilment.

A Supplier Day, held in partnership with Ndlambe Local Municipality in Port Alfred on 09 October 2025, attracted 60 participants and provided information on SMME procurement funding opportunities.

TARGETED AND SPECIALISED INTERVENTIONS

Targeted enterprise development interventions were implemented to strengthen the sustainability, inclusivity, and market readiness of community enterprises linked to conservation landscapes. Business Canvas Model Training was provided to Dithabeng CPA and the Art and Craft Group at GGHNP, focusing on enterprise structuring, sustainability, and readiness for participation in SANParks-linked economic opportunities.

Youth-focused entrepreneurship development training was also conducted from 10 to 13 October 2025 at Olympia School for Skills in Pacaltsdorp, George, in partnership with the NYDA, reaching 30 participants, all of whom were persons with disabilities, thereby reinforcing inclusive enterprise development objectives. In addition, marketing training for Biodiversity Social Projects (BSP) contractors was held in Knysna from 21 to 23 October 2025, benefiting 21 participants through training in business planning, market research, budgeting, and structured marketing strategies to support sustainable business growth.

ENTERPRISE DEVELOPMENT

The SANParks–Sanlam SMME Fund continues to play a central role in supporting biodiversity-based economic opportunities and expanding access to finance for community enterprises operating within conservation landscapes. As at 31 March 2026, the Fund had financed 212 SMMEs, with a total disbursement of R45,345,640.44, supporting an estimated 419 jobs while contributing to transformation objectives through funding directed towards women-owned (34%) and youth-owned (38%) enterprises.

The Fund has been progressively rolled out across multiple national parks as follows:

- GGHNP: October 2025
- West Coast National Park: September 2025
- Mapungubwe National Park and Marakele National Park: September 2025
- TMNP: May 2025
- Agulhas National Park and Mountain Zebra National Park: October 2025
- Karoo National Park, Camdeboo National Park, and Bontebok National Park: November 2025
- Tankwa Karoo National Park, Mokala National Park, Meerkat, and Kgalagadi Transfrontier Park: February 2026
- Augrabies Falls National Park, Namaqua National Park, and Richtersveld National Park: March 2026

This phased rollout reflects a deliberate effort to expand equitable access to enterprise development support, procurement opportunities, and biodiversity-based economic participation across the national park system.



Exhibition At Kgodumodumo Dinosaur Interpretation Centre

SANPARKS ENTERPRISE SUPPLIER DEVELOPMENT (ESD) PROGRAMME

DISAGGREGATION BY PARK / REGION

The ESD programme empowers SMMEs, drives inclusive growth and creates jobs while supporting conservation and communities.

212 SMMEs FINANCED across SANParks

R45,345,640.44 TOTAL AMOUNT DISBURSED

419 JOBS ENABLED (ESTIMATED) across SANParks

12 PARKS & ONE REGIONAL OFFICE benefiting from ESD investment

1. NUMBER OF SMMEs FINANCED

Kruger National Park	139
Tsitsikamma National Park	20
Knysna National Park	13
Wilderness National Park	12
Table Mountain National Park	12
Golden Gate Highlands NP	4
Addo Elephant National Park	3
Camdeboo National Park	3
West Coast National Park	2
Garden Route Regional Office	2
Mountain Zebra National Park	1
Mokala National Park	4
TOTAL	212

2. TOTAL AMOUNT DISBURSED (R)

Kruger National Park	R38,295,886.78
Tsitsikamma National Park	R2,009,644.15
Wilderness National Park	R1,846,990.07
Table Mountain National Park	R1,344,810.73]
Knysna National Park	R643,891.06
Addo Elephant National Park	R511,906.62
Garden Route Regional Office	R252,581.70
Golden Gate Highlands NP	R165,902.41
Camdeboo National Park	R93,554.65
Mokala National Park	R80,410.00
West Coast National Park	R74,185.42
Mountain Zebra National Park	R25,876.85
TOTAL	R45,345,640.44

3. JOBS ENABLED (ESTIMATED)

Kruger National Park	210
Tsitsikamma National Park	55
Knysna National Park	46
Table Mountain National Park	43
Wilderness National Park	27
Garden Route Regional Office	19
West Coast National Park	6
Addo Elephant National Park	5
Golden Gate Highlands NP	4
Camdeboo National Park	2
Mountain Zebra National Park	1
Mokala National Park	1
TOTAL	419

KEY INSIGHTS

84% of the total amount disbursed went to Kruger National Park (R38.3 million)

212 SMMEs across 12 National Parks and one regional office benefited from funding.

R45.35 MILLION invested in SMMEs strenthening local economies and creating sustainable impact.

419 JOBS enable through ESD investments, contributing to livelihoods and community upliftment.

The ESD programme continues to drive inclusive growth while supporting conservation and communities.

ENTERPRISE SUPPLIER DEVELOPMENT PROGRAMME

In May 2025, SANParks supported the participation of **13 SMMEs** at the Africa Tourism Indaba for the first time. These enterprises represented diverse offerings, including accommodation, cultural tourism, outdoor experiences and wildlife economy.

Participation enabled:

- Engagement with domestic and international buyers
- Business-to-business networking
- Improved market positioning and visibility

This initiative strengthened the integration of community-based enterprises into the tourism value chain.

The SET Programme reflects a maturing and increasingly integrated approach to inclusive conservation. Across biodiversity economy initiatives, enterprise development, governance, and social investment, SANParks has strengthened the link between conservation and socio-economic transformation.

While progress is evident, challenges remain in scaling enterprises, strengthening market access, and ensuring that training translates into sustainable livelihoods. Addressing these will require ongoing investment in infrastructure, partnerships, and post-programme support.

Overall, the Programme demonstrates that conservation can function as a platform for inclusive development, supporting livelihoods, strengthening resilience, and ensuring that biodiversity conservation remains embedded within society.



Elvis Elrico Swarts from Khomani Sans Community and Mr Simon Mafela from Tshivhula Game Reserve SANParks SMMEs at Africa Travel Indaba 2025 in Durban ICC SET Stand

EXPANDED PUBLIC WORKS PROGRAMME

In the 2025/2026 financial year, job creation by the EPWP reflected the reduced budget allocation by DFFE, with 30% fewer work opportunities reported year-on-year. Overall, the EPWP continued to demonstrate good results across both employment creation and environmental rehabilitation objectives, with notable overachievement in biodiversity outputs and significant progress in advancing inclusion targets for youth, women, and persons with disabilities.

EPWP SOCIO-ECONOMIC IMPACT OVERVIEW

Employment and Work Opportunities

- 7,595 EPWP participants employed
- 711,880 person days worked
- All participants were recruited from communities adjacent to national parks

Skills Development and Training

- 36,423 training days delivered
- Training targets exceeded across multiple programmes and projects
- Capacity-building focused on improving employability, workplace readiness, and project participation

SMME Support and Local Economic Development

- 441 SMMEs supported
- R157 million paid to small contractors
- Funding supported implementation across various conservation and infrastructure programmes

Transformation and Inclusive Participation

Youth Empowerment

- 4,776 youth participants
- Representing 63% of total participants

Women Empowerment

- 4,567 women participants
- Representing 60% of total participants

Persons with Disabilities

- 511 participants with disabilities
- Representing 7% of total participants

Community Impact

- The EPWP contributes meaningfully to:
  - Local employment creation
  - Skills development
  - Enterprise support
  - Inclusive participation in conservation-linked opportunities
- Some community conflict was experienced during the year due to the limited availability of work opportunities relative to demand.

During the review period, all the *"Working for"* programmes were funded, including Working for the Coast. The various rehabilitation activities, such as clearing of alien invasive vegetation, rehabilitation of degraded land and wetlands were undertaken with lower targets than prior years, except for the number of wetlands under rehabilitation. The planned initial and follow-up clearing of alien invasive vegetation targets were exceeded:

- Initial alien invasive vegetation clearing: 5,757 hectares (313%) achieved versus 1,838 hectares planned.

- Follow-up alien invasive vegetation clearing: 116,473 hectares (111%) achieved versus 105,000 hectares planned.

Due to the reduced budget for the Working for Water (WfW) programme, the focus for the year was on follow-up clearing of alien invasive plants, and the targets for initial- and follow-up clearing were exceeded for the following reasons:

- The revision of the pom-pom weed clearing strategy and the remapping of Marakele National Park, which resulted in approximately 8,000 additional ha being cleared.
- The emergence of new infestations of Parthenium in KNP contributed to higher than planned initial clearing. This increase is associated with the higher rainfall and the rapid spread of species under favourable growing conditions, necessitating an expanded initial clearing response
- The densities in West Coast- and Tankwa Karoo were lower than estimated, and more hectares were cleared.

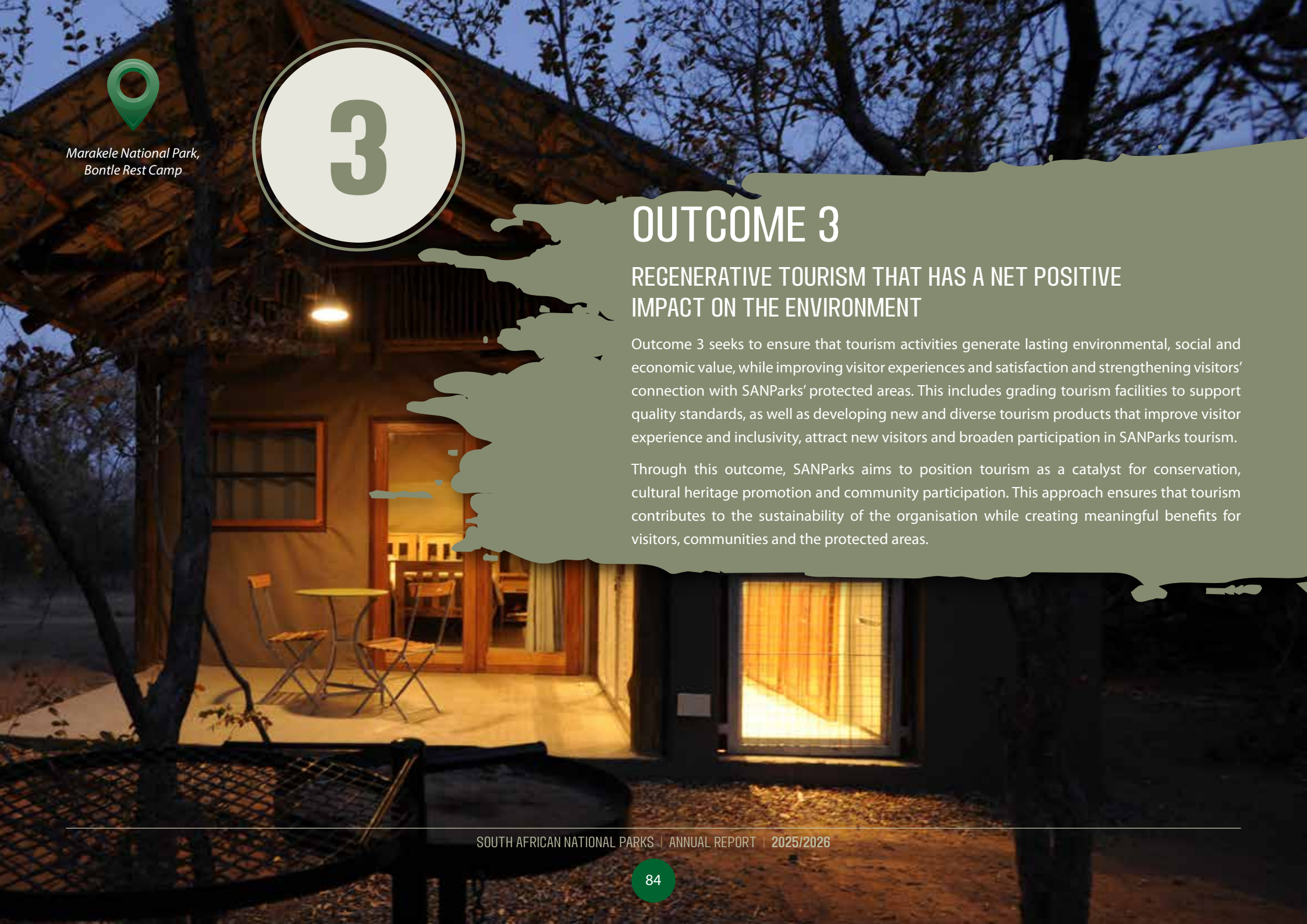
Despite implementation challenges, including project delays and environmental events such as flooding in KNP and AGNP that affected access to rehabilitation sites, the planned number of wetlands for the year were successfully rehabilitated. This achievement reflected good operational management and adaptability in the face of adverse conditions, ensuring that commitments were met within the reporting period.

The Environmental and Tourism Monitors programmes were successful, and 69 EPWP participants exited into permanent employment, i.e. 50 Environmental Monitors and 19 Tourism Monitors were employed in various positions.

Progress was also made on the KNP and Parks Biodiversity Infrastructure Projects, with all projects completed, except for the upgrade of chalets in AENP Main Rest Camp and Tsitsikamma Stormsriver Rest Camp. The 25 SMMEs employed in the Kruger Biodiversity Infrastructure project made a significant contribution to the maintenance of infrastructure in the park.



Clearing Of Invasive Bamboo Species, Table Mountain National Park



Marakele National Park, Bontle Rest Camp

3

OUTCOME 3

REGENERATIVE TOURISM THAT HAS A NET POSITIVE IMPACT ON THE ENVIRONMENT

Outcome 3 seeks to ensure that tourism activities generate lasting environmental, social and economic value, while improving visitor experiences and satisfaction and strengthening visitors' connection with SANParks' protected areas. This includes grading tourism facilities to support quality standards, as well as developing new and diverse tourism products that improve visitor experience and inclusivity, attract new visitors and broaden participation in SANParks tourism.

Through this outcome, SANParks aims to position tourism as a catalyst for conservation, cultural heritage promotion and community participation. This approach ensures that tourism contributes to the sustainability of the organisation while creating meaningful benefits for visitors, communities and the protected areas.

SANParks experienced strong tourism performance during the first months of the year under review, with most key indicators reflecting positive growth and improved visitor demand. Momentum was, however, significantly affected by the extreme flood events experienced in KNP during the final quarter, which disrupted operations and impacted tourism performance towards year-end. Despite these challenges, important progress continued across several strategic tourism areas.

The Customer Relationship Management (CRM) and Customer Loyalty Department recorded solid growth in Wild Card revenue, while the Business Development Unit advanced tourism infrastructure expansion and visitor experience enhancement through the successful awarding of retail, restaurant, and integrated concession opportunities across several key parks. Additional product development opportunities were also identified and progressed in several parks, further strengthening the organisation's long-term tourism offering. Expanding tourism infrastructure and advancing community-focused public-private partnerships remained important areas of achievement during the reporting period.

Marketing and tourism promotion initiatives performed strongly across both domestic and international markets. High-impact digital campaigns, participation in travel trade platforms, and strengthened partnerships contributed to increased destination visibility and demand. SANParks also promoted secondary and emerging destinations while leveraging conservation, heritage, and community narratives to position its parks within the growing global demand for authentic, sustainable, and experience-driven travel. Visitor experiences increasingly incorporate cultural heritage interpretation, immersive storytelling, and community-linked narratives that broaden the understanding of conservation beyond wildlife viewing alone.

Work undertaken in the Golden Gate Highlands, Agulhas, and Kruger National Parks and in Kgalagadi Transfrontier National Park reflects the standard of interpretation and visitor engagement SANParks strives for. Tourism research remained integral to operational planning and service improvement, supporting informed decision-making and the ongoing pursuit of tourism excellence. Universal access to tourism facilities also remains a strategic priority, with further investment and support required to advance accessibility and alignment with industry standards.

Collectively, SANParks' tourism and visitor services approach positions the organisation as a destination brand aligned with evolving traveller expectations around authenticity, sustainability, accessibility, and social impact.

The contribution of the SANParks Honorary Rangers remains particularly significant. The volunteer body provided invaluable support across numerous operational and tourism-related initiatives. SANParks greatly values this longstanding relationship and the contribution made by volunteers, businesses, and communities nationwide.

During 2025/2026, increased attention was also directed towards strengthening hospitality services and standards across the organisation. The work undertaken during the year marks the beginning of a broader transition towards a more aligned, guest-focused, and operationally integrated hospitality environment across SANParks tourism facilities. While operational challenges remain across parts of the tourism portfolio, meaningful progress was achieved in strengthening national alignment, improving coordination between parks and Head Office, and establishing the foundations for a more consistent SANParks hospitality identity.



Accommodation At Golden Gate Highlands National Park

GUESTS TO PARKS

For the period under review, SANParks recorded a total of 6,831,333 *Guests to Parks* through all gates, compared to 6,233,184 in the previous year, versus 6,070,046 in 2023/2024.

Kruger recorded 1,959,757 *Guests to Parks* in the 2025/2026 financial year, compared to 1,868,416 in the previous financial year, with 1,815,404 in 2023/2024.

Parks recorded 4,871,576 *Guests to Parks,* compared to 4,364,768 in the previous financial year, with 4,254,642 in 2023/2024.

Table1: Top 5 Parks – Visitor Numbers for April 2025 to March 2026

TOP 5 PARKS - VISITOR NUMBERS
APRIL 2025 TO MARCH 2026

Ranking	Park	2025/2026		2024/2025	
		Visitors	% of Total	Visitors	% of Total
1	Table Mountain	3,379,502	49.5%	3,060,610	49.1%
2	Kruger	1,959,757	28.7%	1,868,416	30.0%
3	Garden Route	479,700	7.0%	476,452	7.6%
4	Addo	248,801	3.6%	230,351	3.7%
5	West Coast	237,757	3.5%	208,761	3.3%

UNIT OCCUPANCY

SANParks recorded an accommodation unit occupancy rate of 68.2% in the reporting period, compared to 66.8% in the previous financial year, with 64.9% achieved in 2023/2024.

Kruger had a unit occupancy rate of 75.7%, compared to 75.4% in the previous financial year, with 71.4% in 2023/2024. Parks had a unit occupancy rate of 54.9%, compared to 52.1% in the previous financial year, with 52.6% in 2023/2024.

Table 2: Top 5 Parks – Unit Occupancy Rate for April 2025 to March 2026

TOP 5 PARKS - OCCUPANCY RATES
COMPARISON OF 2025/2026 VS 2024/2025

Ranking	Park	2025/2026	2024/2025
1	Kgalagadi	86.6%	86.4%
2	Kruger	75.7%	75.4%
3	Mountain Zebra	75.7%	73.6%
4	Addo	75.2%	74.3%
5	Karoo	69.5%	65.7%

Table 3: Top 5 Camps – Occupancy Rate for April 2025 to March 2026

TOP 5 CAMPS - OCCUPANCY RATES
APRIL 2025 TO MARCH 2026

Ranking	Camp	2025/2026	2024/2025
1	Grootkolk	97.6%	95.6%
2	Kieliekrankie	97.2%	96.5%
3	Gharaghab	95.0%	88.8%
4	Malelane	93.6%	90.5%
5	Urikaruus	92.7%	89.8%

ACCOMMODATION BED OCCUPANCY

SANParks achieved an accommodation bed occupancy rate of 52.1%, compared to 50.8% in the previous financial year, with 49.8% in 2023/2024.

Kruger had a bed occupancy rate of 57.9% compared to 57.4% in the previous financial year, with 54.7% in 2023/2024.

Parks achieved a bed occupancy rate of 41.5% compared to 39.6% in the previous financial year, with 40.4% in 2023/2024.

Table 4: Top 5 Parks – Bed Occupancy Rate for April 2025 to March 2026

TOP 5 CAMPS - BED OCCUPANCY RATE
APRIL 2025 TO MARCH 2026

Ranking	Park	2025/2026	2024/2025
1	Kgalagadi	64.6%	65.0%
2	Kruger	57.9%	57.4%
3	Addo	56.0%	60.9%
4	Mapungubwe	50.0%	47.3%
5	Karoo	47.8%	44.2%

Table 5: Top 5 Camps – Bed Occupancy Rate for April 2025 to March 2026

TOP 5 CAMPS - BED OCCUPANCY RATE
APRIL 2025 TO MARCH 2026

Ranking	Camp	2025/2026	2024/2025
1	Grootkolk	93.9%	91.6%
2	Kieliekrankie	93.5%	92.5%
3	Gharaghab	91.0%	87.1%
4	Urikaruus	89.9%	94.2%
5	Bitterpan	87.8%	84.8%

CAMPING

Camping Site Nights Sold

For the period under review, a total of 270,593 camping site nights sold were recorded for SANParks overall, compared to 266,511 in the previous financial year, with 273,025 in 2023-2024.

Kruger recorded 163,907 this year, compared to 163,528 in the previous financial year, with 168,064 in 2023-2024.

Parks recorded 106,686 camping site nights sold in the reporting period, compared to 104,476 in the previous financial year, with 104,961 in 2023-2024.

Camping Person Nights Sold

For the period under review, a total of 733,935 camping person nights sold were recorded for SANParks overall, compared to 695,746 in the previous financial year, with 724,474 in 2023/2024.

Kruger recorded 444,187 this year, compared to 432,860 in the previous financial year, with 448,828 in 2023/2024.

Parks recorded 289,748 camping person nights sold in the reporting period, compared to 267,064 in the previous financial year, with 275,646 in 2023/2024.

Campsite Occupancy Rate

SANParks recorded campsite occupancy of 51.3% in the reporting period, compared to 49.7% in the previous financial year, with 51.3% in 2023/2024.

Kruger had campsite occupancy of 69.5% year-to-date compared to 68.4% in the previous financial year, with 69.5% in 2023/2024.

Parks had campsite occupancy of 36.8% year-to-date, compared to 34.6% in the previous financial year, with 36.2% in 2023/2024.

Table 6: Top 5 Parks – Camp Site Occupancy Rate for April 2025 to March 2026

TOP 5 PARKS - CAMP SITE OCCUPANCY RATE
APRIL 2025 TO MARCH 2026

Ranking	Park	2025/2026	2024/2025
1	Kgalagadi	82.6%	82.6%
2	Kruger	69.5%	68.4%
3	Mapungubwe	64.0%	61.6%
4	Karoo	58.7%	60.6%
5	Mountain Zebra	49.2%	48.7%

Table 7: Top 5 Camps – Camp Site Occupancy Rate for April 2025 to March 2026

CAMP PERFORMANCE
TOP 5 RANKINGS

Ranking	Camp	2025/2026	2024/2025
1	Nossob	91.2%	91.3%
2	Mata Mata	86.6%	81.7%
3	Crocodile Bridge	85.2%	85.3%
4	Lower Sabie	81.6%	81.7%
5	Satara	79.0%	78.3%

ACTIVITIES

During the reporting period, 364,191 guests participated in activities in SANParks, compared to 270,517 in the previous financial year, with 267,449 in 2023/2024.

Kruger recorded a figure of 195,572 compared to 186,133 in the previous financial year and 167,599 in 2023/2024.

The Parks figure for 2025 – 2026 was 168,619 compared to 83,394 in the previous financial year, and 82,850 in 2023/2024.

DEMOGRAPHICS

Black Guests

Effective for the period April 2018 to June 2019, reporting on race demographics of South Africans was based on voluntary disclosure by arriving guests as opposed to observation by gate officials. The number of Black South African guests are not captured at TMNP and WCNP.

For the 12-month term, Black domestic guests totalled 813,839, comprising 744,665 Day Visitors and 69,174 Overnight Guests. Black guests comprised a total of 41.2% of total South African day visitors and 15.7% of total South African overnight guests. The total Black guests (day visitors and overnight) comprise 36.2% (813,839) of total South African guests.

Table 8: Top Five Parks – % Black Guests of Total SA Guests and Number of African Guests

TOP 5 PARKS - % BLACK GUESTS OF TOTAL SA GUESTS
AND NUMBER OF AFRICAN GUESTS (12 MONTHS)

Position	Park	% Black Guest of Total SA Guests (12 Months)	Number of African Guests
1	Mapungubwe	80.7%	29,703
2	Golden Gate	54.0%	65,534
3	Augrabies	44.4%	31,978
4	Kruger	41.1%	556,503
5	Marakele	32.7%	6,370

Table 9: International Markets - Top Five Countries

INTERNATIONAL MARKETS - TOP 5 COUNTRIES

Position	Country	Number of guests (2024/2025 shown in brackets)	% of foreign guests Q4 2025-26
1	Germany	**410,157** (386,351)	16.3%
2	Netherlands	**81,037** (70,575)	3.4%
3	United Kingdom	**71,385** (70,179)	2.9%
4	France	**64,891** (61,346)	2.9%
5	United States	**63,378** (49,253)	2.7%

Table 10: South African Provinces

SOUTH AFRICAN PROVINCES

Position	Province	Guest numbers (2024/2025 shown in brackets)	% of South African guests Q4 2025-26
1	Gauteng	**562,139** (506,643)	25.0%
2	Mpumalanga	**455,764** (472,980)	20.3%
3	Western Cape	**391,657** (351,798)	17.4%
4	Limpopo	**292,259** (286,726)	13.0%
5	Eastern Cape	**224,667** (199,191)	10.0%
6	Free State	**146,193** (72,952)	6.5%
7	KwaZulu Natal	**84,676** (63,779)	3.1%
8	Northern Cape	**49,658** (49,376)	2.2%
9	Northwest	**39,841** (43,079)	1.7%

INTERVENTIONS TOWARDS IMPROVED HOSPITALITY

CUSTOMER RELATIONSHIP MANAGEMENT AND LOYALTY

The CRM and Loyalty function supported tourism growth, customer retention and revenue generation during the year under review. Wild Card revenue increased by 12% year-on-year, while subscriptions grew by 2%, with a total of 86,796 Wild Cards sold compared to 84,807 in the previous financial year.

To strengthen customer engagement and support retention ahead of the implementation of the Tourism Property Management System (TPMS), SANParks developed and launched a Loyalty Minimum Viable Product (MVP) during the reporting period. Initially piloted with a closed user group, the free-to-join platform offers member-only discounts, early access to promotions and inventory, and exclusive last-minute specials. Positive enrolment trends and customer feedback indicate strong potential for the full loyalty programme, which will introduce the accrual and redemption of loyalty points across SANParks and selected partner brands.

The CRM platform also remained a key enabler of targeted marketing initiatives, including the annual Black Friday campaign, which reached approximately 700,000 members through direct communication channels. In addition, the system continued to support customer experience management through post-departure surveys, automated feedback processes and issue resolution workflows. These insights help identify service improvement opportunities and ensure that customer concerns are addressed promptly.

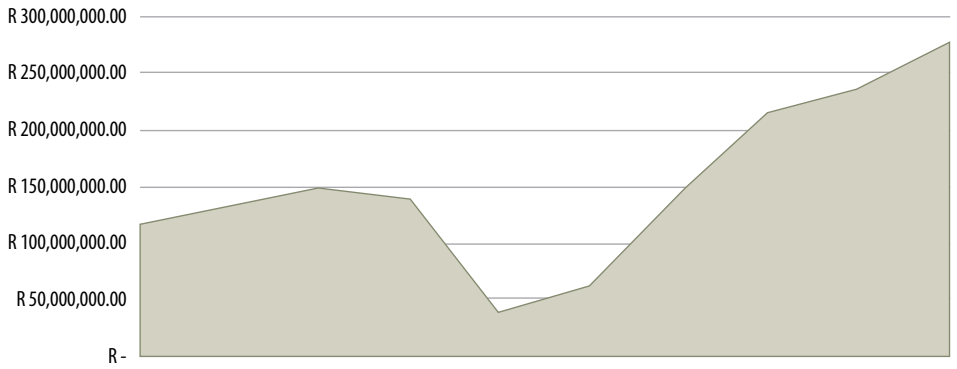
While the organisational target for visitor growth was 4%, the growth in Wild Card subscriptions contributed positively to increased visitation and customer loyalty, supporting SANParks' broader tourism and revenue objectives.

NEW AND DIVERSE TOURISM PRODUCTS

OVERVIEW OF PUBLIC-PRIVATE PARTNERSHIP PERFORMANCE

The Public-Private Partnership (PPP) programme within SANParks continued to demonstrate strong performance and strategic value in advancing sustainable tourism, financial sustainability, and socio-economic transformation. During the 2025/2026 reporting period, PPPs generated a record income of R277 million, reflecting a 17.34% increase from the previous high and confirming a sustained upward trajectory in revenue generation.

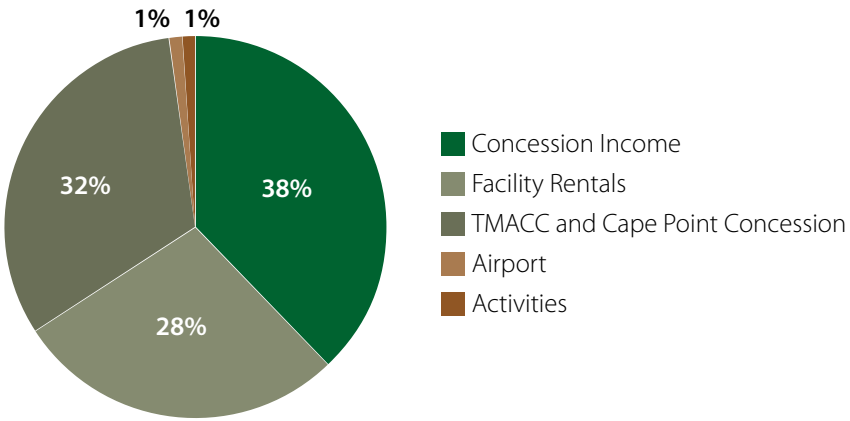
Figure 3: PPP income growth over the last ten financial years



Significant progress was made in expanding tourism infrastructure and enhancing visitor experiences through the successful award of retail, restaurant, and integrated concession opportunities across key parks such as KNP, AENP, Tsitsikamma, and the Karoo National Park. Additionally, new tourism products such as the zipline in GGHNP became operational, contributing to product diversification.

Financial performance across PPP functional areas showed consistent growth, particularly in concession income, facility rentals, and major concessions such as Table Mountain Aerial Cableway Company (TMACC) and Cape Point.

Figure 4: Split of PPP Income 2025/2026



A major highlight from the current PPP portfolio assets was the global recognition of the Kruger Shalati Train on the Bridge, receiving two MICHELIN Keys, showing SANParks' growing international tourism appeal and premium positioning. Eight properties in South Africa were awarded two MICHELIN Keys, and only two properties were awarded three MICHELIN Keys.



Kruger Shalati Train on the Bridge, Kruger National Park

STRATEGIC FOCUS ON RETAIL AND RESTAURANTS PPP PORTFOLIO

During the period under review, SANParks prioritised the PPP procurement conclusion and expansion of restaurant and retail PPP opportunities across key national parks, including Kruger National Park (KNP), Addo Elephant National Park, the Tsitsikamma section of the GRNP, and the Karoo National Park. These strategic appointments are expected to enhance long-term operational stability and improve service delivery to visitors.

TOURISM PPP MARKET TRENDS

There is a clear and growing shift in market demand beyond traditional accommodation-led lodge concessions and standard retail, restaurant, and kiosk models. Increasingly, visitors are seeking experiential and activity-based offerings, with adventure tourism and outdoor experiences such as trails, guided hikes, bush braais, spa experiences, zip lines, water-based activities (including canoeing and cruise dining), and conservation-focused corporate events, as well as sports events emerging as key growth segments.

In response to this trend, SANParks has begun diversifying its PPP portfolio to include these experiential tourism products. Recent initiatives include the launch of spa offerings at KNP and AENP, bush braai facilities, and the operationalisation of the Zipline activity at GGHNP. Several additional projects of a similar nature are currently progressing across the PPP pipeline, spanning various stages from initiation and concept development to implementation. This evolving portfolio reflects a strategic shift toward enhancing visitor experiences, broadening market appeal, and unlocking new revenue streams.



Zipline Adventure Tourism PPP Activity In The Golden Gate Highlands National Park

During the reporting period, several high impact projects reached various stages of procurement. These include:

- TMACC
- The Skukuza Airport at KNP
- Six Kruger Lodge Concessions
- Cape Point
- Tokai Manor precinct
- Bush Braais.

The PPP Pipeline offers potential partners a clear choice across multiple categories, allowing alignment with individual risk appetite, capital deployment strategy, and return on investments.

TRANSFORMATION, OWNERSHIP AND DIRECT EMPLOYMENT

The PPP programme continues to deliver strong transformation and employment outcomes, with a total of 2,393 permanent and 420 temporary jobs created. Employment equity remains a key achievement, with 95% Black representation and 54% representation of Black women. Furthermore, 85% of employees are sourced from within a 50 km radius, supporting local livelihoods. Ownership structures across most Qualifying Small Enterprises (QSEs) and Large Enterprises (LEs) exceed Tourism BEE sector code targets, with several entities incorporating land claimant and community or employee shareholding models. These outcomes are further strengthened by significant investment in skills development, experiential training, internships, and bursary programmes.

ECONOMIC CONTRIBUTION

Economic impact modelling showed that concession operations generated:

- R6.2 billion in total national production (direct, indirect and induced effects).
- R2.79 billion in total gross value added.
- 10,509 full-time equivalent jobs supported across skilled, semi-skilled, unskilled and informal labour groups.
- R224 million in additional tax revenues to the government.

MARKET AND BRAND POSITIONING

PPP concessions play a critical role in enhancing SANParks' global competitiveness by attracting high-value international markets, improving accommodation standards, and diversifying tourism experiences. Concessionaires make significant investments in marketing and international trade partnerships, effectively serving as long-term ambassadors for SANParks destinations. Evidence shows that these partnerships elevate conservation areas into globally competitive tourism products.

ENTERPRISE DEVELOPMENT AND LOCAL PROCUREMENT

PPP operations demonstrated strong support for local economies, with 78% of operational expenditure spent within the local province and 96% of procurement sourced within South Africa. There is also notable investment in enterprise development and community supplier incubation initiatives, alongside R91.9 million invested in new infrastructure during 2024/2025.

SUSTAINABILITY AND COMMUNITY UPLIFTMENT

Sustainability remains a central pillar of PPP operations, with a strong emphasis on long-term community upliftment. Concessionaires actively contribute to local education initiatives, including funding teacher salaries, building classrooms, and providing study sponsorships, while also supporting vulnerable groups such as the elderly.

Community support is further reinforced through donations and sponsorship of local initiatives and events. Environmental responsibility is equally prioritised, with operators investing in green infrastructure such as solar energy systems, recycling programmes, and water purification technologies. Strict environmental compliance is maintained through regular inspections, and many operators actively contribute to conservation efforts. This commitment to sustainable practices has resulted in recognition through certifications such as Fair Trade Accreditation.

The key Insights drawn from the Socio- Economic study found were that:

- Commercialisation through PPPs generates strong net positive socio-economic returns.
- Tourism concessions are labour-intensive and inclusive, supporting semi-skilled, unskilled and informal employment.
- Local procurement and enterprise development significantly enhance multiplier effects.
- Private sector investment strengthens SANParks' financial sustainability while protecting biodiversity assets.
- Opportunities remain to further streamline administrative processes, strengthen integrated marketing, deepen local supplier development and optimise infrastructure maintenance coordination.

PPP ALIGNMENT AS A REVENUE GENERATION MODEL AND INCLUSIVE ECONOMIC GROWTH

The 2025/2026 results confirm that PPPs are not only a reliable and growing revenue stream but also a powerful catalyst for inclusive economic growth and community development.

The programme's success is underpinned by:

- Strong revenue growth and diversified income streams
- High-impact job creation and transformation outcomes
- Significant contributions to national and local economies
- Enhanced global competitiveness and destination branding
- Sustained investment in infrastructure and environmental sustainability

Importantly, PPPs continue to demonstrate that commercialisation within protected areas can coexist with conservation goals, delivering measurable benefits without compromising biodiversity integrity.

However, to unlock further value, SANParks should prioritise:

- Streamlining administrative and approval processes
- Strengthening integrated marketing and destination positioning

- Expanding local supplier development and enterprise support
- Improving coordination on infrastructure maintenance and upgrades.

COMMUNITY PUBLIC PRIVATE PARTNERSHIP COLLABORATION FRAMEWORK

During the year under review, SANParks approved the CPPP Collaboration Framework, formally endorsing it as an institutional framework for inclusive and collaborative Public Private Partnerships within SANParks. This approval represents a major organisational milestone, signalling a transition from framework development to implementation readiness.

The primary aim of the CPPP Framework is to establish a collaborative and inclusive partnership model that integrates conservation, tourism development, and socio-economic transformation. The Framework seeks to move beyond traditional benefit-sharing models by enabling substantive community participation and ownership in PPP initiatives, while supporting SANParks' Vision 2040 and the MLL approach.

With the CPPP Framework now approved, the focus has shifted to implementation, including the identification of pilot projects and operationalisation mechanisms to ensure the realisation of its intended outcomes. The implementation phase aims to unlock inclusive socio-economic benefits through meaningful community participation, ownership, enterprise development, and job creation, while simultaneously advancing conservation outcomes and sustainable tourism development.

In conclusion, the PPP model has proven to be highly effective, scalable, and transformative, with clear evidence of strong multiplier effects across the tourism value chain. With a solid pipeline of future opportunities and continued strategic refinement, PPPs are well-positioned to drive SANParks' long-term sustainability, resilience, and global competitiveness in the tourism sector. Through PPPs, SANParks mobilises private investment for conservation-aligned development, creates inclusive economic opportunities linked to biodiversity protection, enhances institutional governance and regulatory compliance, and strengthens integration between national parks and surrounding communities and landscapes.

INTEGRATED MARKETING COMMUNICATION

MARKETING PROGRAMME OVERVIEW

The Sales and Marketing Programme is responsible for driving tourism demand, strengthening brand positioning, supporting revenue generation, and advancing SANParks' Vision 2040 objectives. During the 2025/2026 financial year, the programme focused on inclusive growth, market diversification, global destination visibility, and strategic stakeholder collaboration.

Whilst the operating environment remained competitive and complex, disciplined execution, a digital-first approach, and strong partnership models enabled the programme to deliver tangible results and measurable impact.

The programme supported institutional sustainability through revenue optimisation while contributing to conservation, heritage preservation, and community participation.

STRATEGIC OBJECTIVES

The key objectives for the 2025/2026 reporting period were to:

1. Drive tourism demand through targeted digital and trade-based marketing initiatives
2. Expand and diversify domestic and international source markets
3. Position SANParks as a global leader in sustainable and conservation-based tourism
4. Strengthen travel trade capacity through education, engagement, and partnerships
5. Enhance destination storytelling beyond flagship national parks.

Priority international markets included the United States of America, United Kingdom, Germany, the Netherlands, and France, supported by deliberate expansion into non-traditional domestic segments.

MARKETING AND REVENUE PERFORMANCE

SANParks implemented a predominantly digital-first marketing strategy, combining organic content, performance marketing, and selective paid campaigns to maximise return on investment.

Key achievements include:

- Strong growth in online reservations and revenue across all quarters
- Exceptional digital campaign ROI, particularly in Quarter 4
- Sustained growth without reliance on continuous paid advertising.

TRAVEL TRADE AND MARKET DEVELOPMENT

INTERNATIONAL AND DOMESTIC TRADE ENGAGEMENT

SANParks strengthened its market presence through participation in leading global and regional platforms:

- Africa's Travel Indaba (ATI) Durban
- World Travel Market (WTM) London
- Internationale Tourismus Börse (ITB) Berlin.

Despite reduced attendance at ITB Berlin due to global geopolitical instability, SANParks conducted over 47 high-level trade engagements, reinforcing Germany's strategic importance as a source market.



SANParks Stand At The Africa Travel Indaba 2025

TRADE EDUCATION AND FAMILIARISATION

- Hosted travel trade webinars, including a North America-focused session with 642 participants.
- Conducted trade familiarisation trips in KNP, GGHNP, and Augrabies Falls National Park.
- Strengthened regional tourism through SADC-focused trade engagements.

BRAND POSITIONING AND THOUGHT LEADERSHIP

SUSTAINABLE TOURISM LEADERSHIP

SANParks affirmed its thought leadership position in conservation-driven tourism through:

- "Conversations About Conservation" panel discussions.
- Hosting the G20 Environment and Climate Change Technical Working Group.
- Development of innovative digital heritage initiatives, including the forthcoming Google Arts and Culture partnership.

CULTURAL HERITAGE PROMOTION

The Mapungubwe Lecture Series 2025 attracted 110 attendees across academia, tourism, media, local communities, and the public. The initiative reinforced Mapungubwe's United Nations Educational, Scientific and Cultural Organisation (UNESCO) World Heritage status and contributed to destination awareness and cultural tourism growth.

DESTINATION DEVELOPMENT AND COMMUNITY INCLUSION

Key initiatives included:

- Launch of the Kgodumodumo Dinosaur Interpretation Centre, positioned as a flagship cultural, scientific, and educational attraction.
- Expansion of Township Tourism partnerships in Soweto and Rendzo to diversify visitor offerings.
- Strengthened collaboration with Ezemvelo KZN Wildlife to enhance ecosystem-level destination marketing and visitor experience alignment.

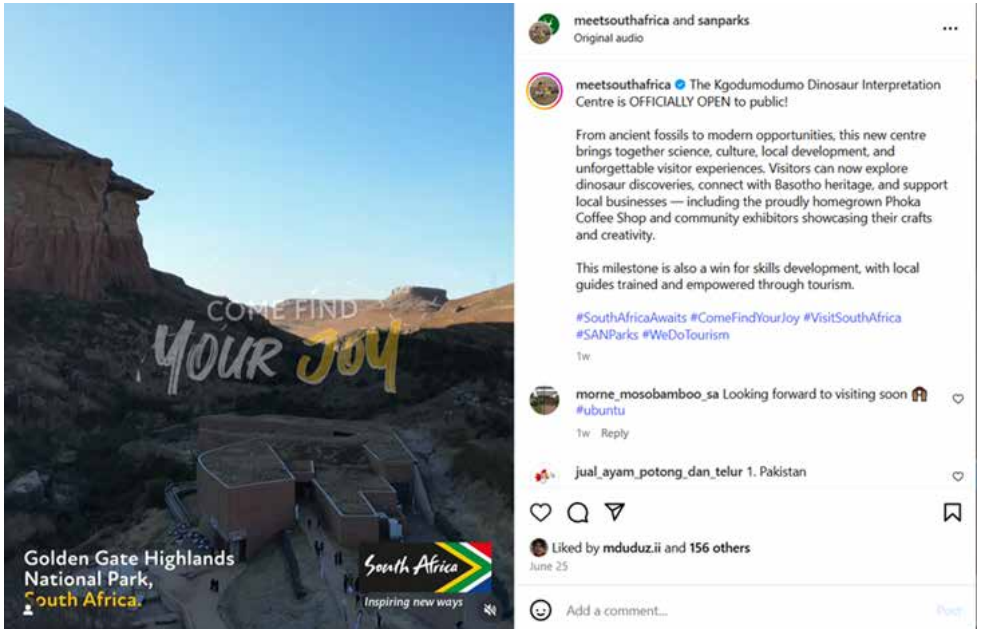
These initiatives supported inclusive tourism growth and local economic participation.



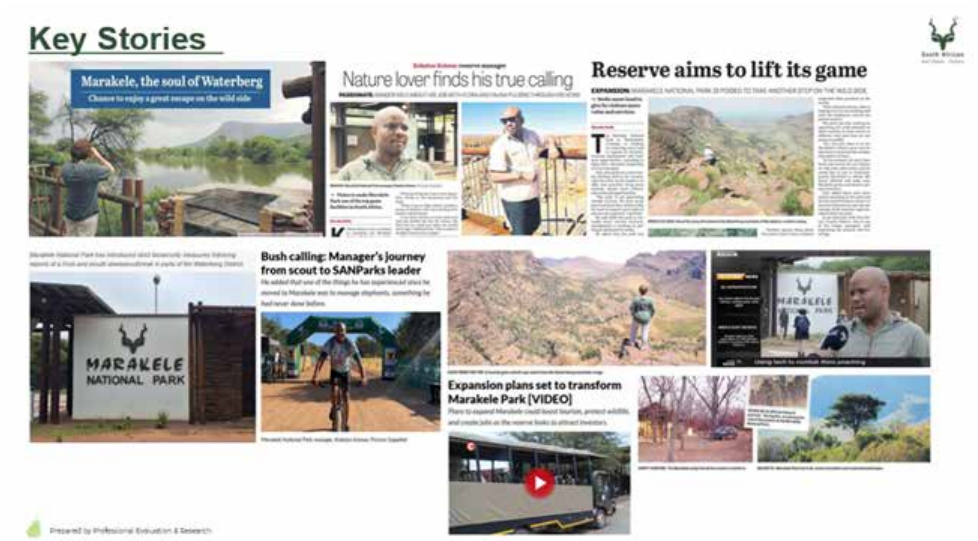
Social Media Promotion Of Mapungubwe Lecture Series



Opening Of Kgodumodumo Dinosaur Interpretation Centre



Online Marketing Of The Opening Of Kgodumodumo Dinosaur Interpretation Centre



Press Coverage From The Hosting Of A Media Delegation In Marakele National Park



Travel Trade Hosting, Exploring The Golden Gate Highlands National Park

IMPROVED RESPONSIBLE TOURISM

VISITOR SERVICES

The Visitor Services Unit oversees visitor interpretation, tourism research, visitor management, universal access, avi-tourism, and SANParks' relationship with the SANParks Honorary Rangers. Interpretation Services and Tourism Research have evolved to help reposition inclusive tourism in society, while universal access by its very existence is about societal inclusion. The reach of avi-tourism and the SANParks Honorary Rangers has focused on permeating and expanding into non-traditional markets and being embraced by all.

OVERVIEW OF TOURISM RESEARCH ACTIVITIES

The main Tourism Research milestone during 2025/2026 was the publication of a 10-year SANParks' Tourism Research Report that was a culmination of research projects received by and processed by the unit over the last decade. Some of the research was initiated by SANParks, and some was a function of the unit's relationship with universities and other research bodies, both nationally and internationally.

The scope of research over the decade encompasses more than 100 reports, publications, theses and dissertations addressing a wide spectrum of topics. This report aims to showcase the depth and breadth of research initiatives that have shaped and supported evidence-based decision-making across multiple management domains within SANParks.

The report, which is available online through the SANParks' website, is arranged into six themes:

1. Resilient and Adaptable Tourism
2. The Value of Tourism in Parks to Society
3. Responsible and Regenerative Tourism and Environmental Challenges
4. Understanding and Attracting Visitors to Parks
5. Managing Visitors and Visitor Experiences
6. Operational Efficiency.

The report culminates in a section on reflections and recommendations for future research.



Front And Back Covers Of 10-Year SANParks Tourism Research Report

INTERNALLY INITIATED STRATEGIC RESEARCH PROJECTS

SANParks has initiated several strategic research projects aimed at strengthening its understanding of the tourism market, assessing performance and value, and identifying opportunities to enhance SANParks' presence, competitiveness and returns within the tourism sector. These include socio-economic, market, brand, benchmarking and visitor-focused research projects conducted through in-house capacity or in collaboration with local and international research agencies. Significant studies that commenced during the review period include:

- Study of the socio-economic benefits of the commercialisation of tourism.
- Research on international source markets to identify growth opportunities.
- SANParks brand awareness assessments.

- Value for money study, both within SANParks and in comparison to privately run establishments on the periphery of parks.
- Visitor feedback on the newly launched Kgodumodumo Dinosaur Interpretive Centre.

REGISTERED PROJECTS WITH ACADEMIC RESEARCH BODIES

During the financial year, the unit supported more than 20 academic research projects, and eight new projects were registered. These projects were led by researchers from a range of national and international academic institutions and were coordinated at different stages of implementation throughout the reporting period.

The registered projects collectively address a wide range of tourism and conservation-related topics, including visitor behaviour, experiences, satisfaction, perceptions, and decision-making in protected areas, as well as research on interpretation and heritage, guiding and employment conditions, communication and marketing approaches, the use of technology and innovation in tourism, tourism demand and market dynamics, responsible behaviour, and the socio-economic and conservation outcomes of nature-based tourism. Together, they support SANParks' tourism and conservation mandate by strengthening evidence-based management, enhancing visitor experiences, promoting responsible behaviour, and informing sustainable tourism development within and beyond national parks.

VISITOR INTERPRETATION ACHIEVEMENTS AND MILESTONES

During the 2025/2026 financial year several new interpretation displays were developed in parks. Interpretation is the primary way SANParks helps provide meaning to a park visitor's experience and is achieved through interpretation centres, interpretive display content, guiding, websites, literature, social media and television documentaries. Many of the visitor interpretation initiatives involve a change in focus of interpretation to a more Afrocentric approach, and evolving techniques to appeal to the youth, or other new markets, through advances in modern technology and communication platforms.

Visitor interpretation plans for GGHNP and the three park sections of GRNP (Wilderness, Knysna and Tsitsikamma) were researched, workshopped and written by the Visitor Services Unit and respective park managements.

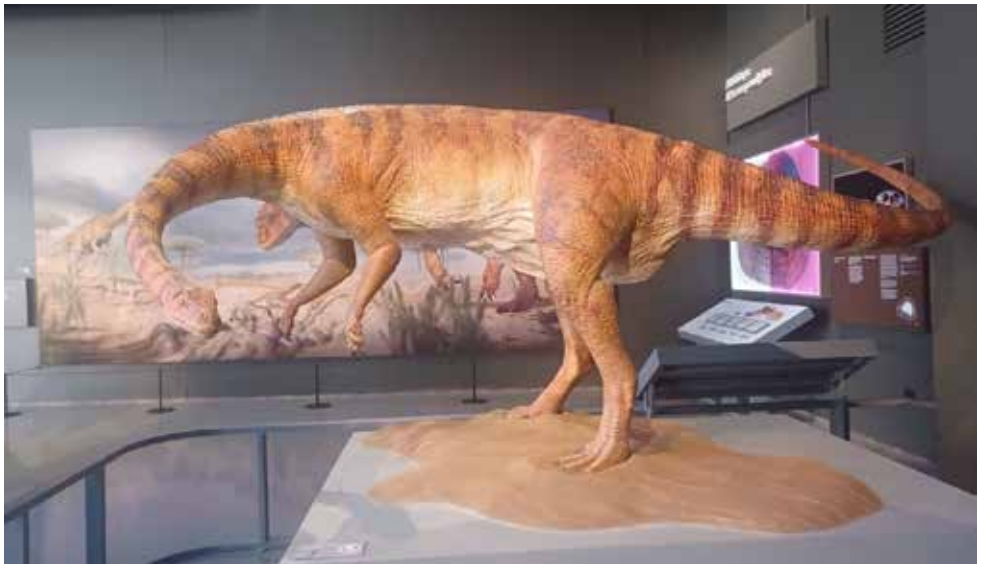
INTERPRETATION CENTRES AND DISPLAYS

GOLDEN GATE HIGHLANDS NATIONAL PARK

The largest and most noteworthy SANParks interpretation milestone of 2025 was the opening of the Kgodumodumo Dinosaur Interpretation Centre in GGHNP, which was launched and opened by the Minister of Tourism on 26 June 2025. The Minister of Forestry, Fisheries and the Environment was also present and involved with the ceremony.

Visitor interpretation features include:

- Interpretation Content in English, Sesotho and Braille.
- A structured breakdown with learning dinosaur displays, plus interpretation on geomorphology, fossils, Basotho mythology, a deep dive into dinosaurs' relationship with birds, and conservation in GGHNP.
- Centre guides from communities surrounding the Park are available to enhance guests' experience of Centre.
- An interpretive film in a mini theatre situated after the entrance and reception chamber creates context and provides background for visitors of the Park's fossil history, and the connections and relevance to Sotho culture.
- A sequence of interactive touch-button boxes for children and themed play puzzles and jungle gym.
- Relatability to modern wildlife and conservation efforts in GGHNP.



Kgodumodumo Dinosaur Centre Is A Triumph Of Visitor Interpretation

KRUGER NATIONAL PARK

Content development for several interpretation initiatives in Skukuza was completed during the 2025/2026 financial year. While most of the physical installations will be unveiled during 2026/2027 as part of the KNP Centenary commemorations, the research, storytelling, design and content creation undertaken during the year laid an important foundation for these projects.

A central theme of the new interpretation programme is the recognition of the people and communities who have shaped the history and development of the park, highlighting the interconnected relationship between conservation and the communities living within and adjacent to the protected area.

One of the key projects involved the restoration of Campbell Hut, the last remaining example of the camp's early tourist accommodation units. A series of interpretation displays was developed for both the interior of the hut and the surrounding area, including the historic Sabie River crossing site where the original pontoon operated. The displays explore the evolution of tourism in the KNP, early transport and fuel supply systems, the contribution of service personnel, and the significance of former President Nelson Mandela's 80th birthday celebrations held in the park.



Some Of The Panels For The Restored Campbell Historic Hut

CULTURAL HERITAGE DISPLAYS AT THE SKUKUZA SAFARI LODGE

This project brought a long-dormant initiative to completion, resulting in the development of interpretive content focused on the iconic baobab tree and the cultural heritage of the four primary ethnic groups associated with the Kruger landscape: the Venda, Tsonga-Shangaan, Emaswati and Bapedi peoples. Concentrated largely in the Limpopo and Mpumalanga provinces surrounding the Park, these communities have longstanding historical, cultural and social connections to the region. The content explores traditional dress, dance and cultural practices, helping to strengthen the representation of living heritage within the visitor experience.



A Display On Traditional Dance In The Communities Of Kruger

The Skukuza Interpretation Experience was developed through a partnership between SANParks, the Lowveld Honorary Rangers and Kruger historian and former SANParks staff member, Joep Stevens. The initiative enables visitors to undertake self-guided interpretive walks through Skukuza, exploring the rich history and significance of the camp and its role in the development of KNP. Key points of interest include the Stevenson-Hamilton Memorial Library, the Kruger Museum, the historic Selati Railway Line, and the Nombolo Mdluli Conference Centre. To enhance accessibility and engagement, QR codes positioned along the route link visitors to more detailed content hosted on the SANParks website, allowing the experience to be enjoyed both on-site and virtually.



Nombolo Mdluli Conference Centre Display In Skukuza, With Detailed Information Accessed Via QR Codes And The SANParks Website

SKUKUZA SIGNAGE REPLACEMENT AND UPGRADE

Several damaged or outdated signs around the camp were replaced.

AGULHAS NATIONAL PARK

Although the Agulhas Lighthouse revamp and the opening of the Agulhas Interpretation Centre only took place in April 2026, the month after the year under review, all the groundwork in creating the content for the displays was done in the 2025/2026 year.

KGALAGADI TRANSFRONTIER PARK

- Nossob Predator Centre – all display materials were printed and delivered to the park, with the park's technical team to install it with contractors in early 2026/2027.
- Kgalagadi Picnic Site kiosks – while the final erection of the display boards will only be completed in the months after the year under review, the display content for 48 display panels across eight interpretation kiosks for picnic sites in the park was researched and completed in partnership with Eco-Africa as an extension of the Twee Rivieren Interpretation Centre contract. The themes that ran throughout all the kiosks featured:
  - "Kgalagadi World Record Holders" to make visitors aware of some of the unique records held by the Park's wildlife.
  - "Looking out for the Little Things" displays to encourage visitors to pay more attention to some of the remarkable, unheralded lesser animals, rather than focussing on big predators and other large animals.
  - "Historical reflections" including capturing previously overlooked history of the communities that once lived and thrived in the Park and now live on its periphery.
  - "The environment around us" that equips visitors with an understanding of ecological processes at work in the Park.



Examples of Theme-Linked Interpretive Displays From Eight Sites In Kgalagadi On "Looking Out For Little Things", Park History And Park Ecology



Television Promotion For Wild World Diaries Featuring Interpretation On 4 SANParks National Parks In 9 of 13 Episodes

INTERPRETATION THROUGH FILM AND TELEVISION

Thirteen episodes of the Wild World Diaries series aired on SABC during the second and third quarters of the review period attracted very positive reviews. The show was made possible through the expert direction and editing in collaboration with the Visitor Services Unit through SANParks' partnership and MOU with FOP Films. The series features episodes in Table Mountain, Namaqua and GGHNP, Kgalagadi Transfrontier Park, as well as parks and wild places in Botswana, Namibia, Indonesia and the USA.

VISITOR MANAGEMENT MILESTONES

Visitor management in tourism is the strategic process of planning, directing, and controlling visitor flows, behaviours, and impacts to ensure high-quality visitor experiences while protecting natural, cultural, and social resources. It involves balancing the needs of tourists, local communities, and the environment through techniques like site zoning, visitor education, and capacity restrictions. The following image illustrates how important it is at the park level from a Kruger perspective.



Visitor Management Explained In Kruger National Park

Visitor Management Plans

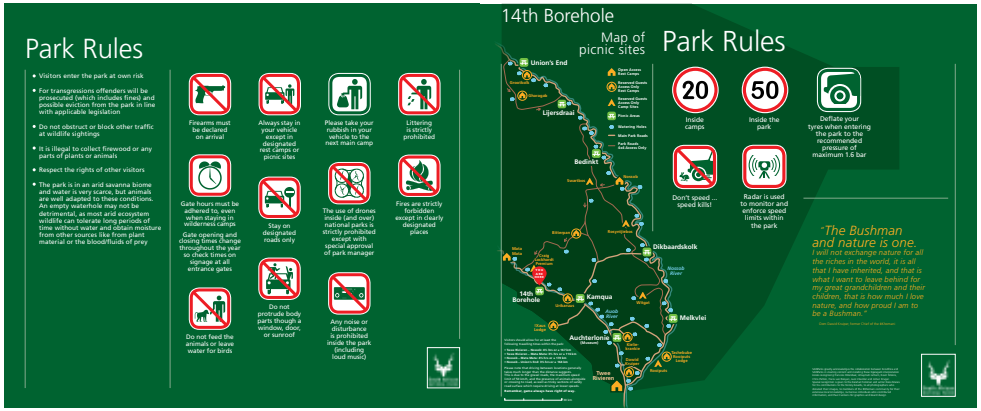
Visitor Management Plans for the three Garden Route parks/sections (Knysna, Wilderness and Tsitsikamma) within the GRNP were reviewed, researched and workshopped with respective park managements before being written. They are scheduled for review in five years' time.

Safety and Rules Signage

Guidance on visitor safety is provided as required to all parks.



Visitor Management Signage At Kgodumodumo Dinosaur Interpretation Centre Provides Clear Guidance On Visitor Safety And Responsible Behaviour, Helping To Protect Both Visitors And The Centre's Valuable Exhibits. The Centre, Which Officially Opened In June 2025, Showcase A Range Of Interpretive And Directional Signage Designed To Enhance The Visitor Experience While Supporting The Preservation Of This Important Heritage Attraction



Interpretive Kiosks Installed At Picnic Sites And Day Visitor Areas Throughout The Kgalagadi Transfrontier Park Incorporate Key Visitor Management Information, Including Park Rules And Safety Driving Guidelines. These Displays Support Visitor Safety; Responsible Park Use and Environmental Stewardship While Enhancing The Overal Visitor Experience

UNIVERSAL ACCESS MILESTONES

Universal access in tourism refers to the design of facilities, services and visitor experiences that can be accessed and enjoyed by all people, regardless of age, ability or mobility. This includes ensuring that rest camps, interpretation centres and other tourism facilities are usable by people with disabilities, older persons, families with young children and visitors with diverse access needs. Universal access promotes dignity, independence and equal participation, enabling all visitors to engage meaningfully with tourism experiences without the need for specialised adaptations.

One of the most significant universal access achievements during the year under review was the completion of the Kgodumodumo Dinosaur Interpretation Centre. Universal access principles were embedded in the project from its inception in 2016, ensuring that accessibility considerations informed both the design and visitor experience. As a result, the Centre incorporates a range of inclusive features that enable broader access and participation for visitors of all abilities, setting a benchmark for accessible tourism infrastructure within SANParks. These include:

- Staggered ramped pathway up steep incline into Kgodumodumo building past dinosaur sculptures, making access part of the experience.
- Ease of movement throughout interior and exterior over wide, firm, spacious surfaces of suitable gradients, with slip-resistant floor surface and support rails lining all inclines.
- Display boards pitched at a level and angle to be easily read by all, including wheelchair users.
- Portable steps on hand at displays for young children and height-challenged visitors.
- Braille content for those visually impaired visitors who can read it.
- Audio narration in the introductory orientation film.
- Touch button interactive display boxes with sound effects and large print and graphics.
- Universally accessible ablutions.
- Staggered boardwalk elevating visitors over a steep gradient to exit the building.



Ramped Boardwalks And Braille Displays Are Some Of The Accessibility Features Of The Kgodumodumo

SANParks has long maintained a comprehensive Standard Operating Procedure (SOP) on Universal Access, aligned with applicable national and international standards and best practices. The SOP serves as a practical guide for park management, operational staff and service providers, supporting the consistent planning, development and maintenance of facilities that are accessible to all visitors.

As a signatory to the National Declaration on Universal Access in Tourism, SANParks remains committed to advancing accessibility across its tourism products and services. While the SOP has been available to staff through the SANParks intranet for several years, the accompanying technical appendices containing detailed design specifications and implementation guidelines were not previously included. During 2025, these appendices were made available to staff, providing access to the full suite of technical requirements and enabling more effective implementation of universal access standards across the organisation.

- Accessibility enhancements were initiated at the newly constructed universal access (UA) bungalows in Skukuza after inaccessible indoor and outdoor braai facilities were identified. Corrective measures were implemented through the proactive intervention of the Hospitality Services Manager (HSM).
- Accessibility assessments at the Forest Legends Museum (Diepwalle) and the Garden of Eden ablution facilities (Harkerville) in the GRNP identified areas requiring improvement.

Park technical teams subsequently sought specialist guidance to address the shortcomings.

- **Universal access audits** were conducted in collaboration with park staff at Bontebok and GGHNP to assess existing facilities and identify opportunities for improvement.
- The Visitor Services Unit presented on **Universally Accessible Interpretation** at the annual GRIN Conference, sharing SANParks' experiences and best practices from across the organisation.
- SANParks participated as a panellist at the inaugural **Audio Description in Africa Symposium**, a global event attended by participants from six continents. The presentation showcased SANParks' pioneering work in audio-described safari experiences for visually impaired visitors in the Kruger and Table Mountain National Parks.



A Display Of Prominent Birds At Golden Gate Highlands National Park With An Explanation Of Their Diversification

HOSPITALITY AND SERVICES STANDARDS

During the 2025/2026 financial year, the newly established Hospitality Services and Standards function implemented a focused programme of operational engagement, strategic alignment, and hospitality framework development aimed at improving consistency, operational integration, and guest experience delivery across SANParks tourism facilities.

A major priority during the year involved strengthening alignment between Head Office and park-level hospitality operations through increased on-site engagement, structured consultation processes, and collaborative problem-solving with Hospitality Services Managers (HSMs), Regional Tourism Managers, and park management teams.

The function also continued repositioning itself from a predominantly compliance-focused role towards a more integrated hospitality support and operational enablement function aligned to the evolving needs of SANParks tourism operations. This transition included structured operational support visits, strategic tourism engagements, a national hospitality alignment workshop, and the review and modernisation of hospitality operational frameworks.

A landmark Hospitality Service Managers (HSM) Workshop was hosted at GGHNP from 16–19 February 2026, bringing together 80 tourism and hospitality managers from national parks across South Africa. The workshop focused on strengthening service standards, enhancing guest experiences, and aligning hospitality operations with the objectives of Vision 2040 through expert-led sessions and interactive training engagements. Presentations delivered by the National Department of Tourism (NDT), the TGCSA, and the Tourism Business Council of South Africa (TBCSA) reinforced the importance of universal access as a core component of SANParks tourism standards and visitor experience delivery.



New Family Units At Addo Elephant National Park



Letaba Rest Camp Kruger National Park Operational Visit - September 2025



Delegates At The Tourism And Marketing Division's Hospitality Services Managers Workshop In February 2026

As part of the broader modernisation initiative, the Hospitality Services and Standards function began reviewing and repositioning key Standard Operating Procedures (SOPs), including those governing Front Office Operations and Housekeeping Services. The objective was to improve operational practicality, simplify implementation, modernise hospitality practices and strengthen alignment with the evolving realities of tourism operations within protected conservation areas.

A collaborative national consultation process brought together Hospitality Services Managers and operational stakeholders from across the organisation. Dedicated task teams contributed practical insights to refine procedures, promote inclusivity and capture institutional knowledge from different parks. This approach strengthened organisational alignment while ensuring that the revised frameworks remain practical, relevant and informed by operational experience.

The function also initiated the development of a SANParks Hospitality Commodities and Specifications Manual to establish consistent national standards for tourism accommodation facilities. The manual will support procurement alignment, improve housekeeping operations and promote greater operational consistency while ensuring that hospitality commodities are suited to protected area tourism environments. It also incorporates sustainability principles through specifications that prioritise environmentally responsible and durable products.



Hospitality Service and Standards Agulhas National Park: Kitchen Setup - August 2025



4

OUTCOME 4

SOCIAL LICENCE AND LEGITIMACY THROUGH COLLABORATIVE GOVERNANCE AND INCLUSIVE CONSERVATION

Recognises that long-term conservation success depends on people, focusing on social licence and legitimacy through collaborative governance and inclusive conservation. This outcome ensures meaningful stakeholder engagement and shared stewardship of natural resources.

Outcome 4 recognises that conservation success depends on both ecological outcomes and strong relationships between conservation institutions and society. It builds trust, legitimacy and long-term support through participatory governance, meaningful stakeholder engagement, community empowerment and equitable benefit-sharing.

Aligned with Vision 2040 and the People and Parks Programme, communities are positioned as active conservation partners rather than passive beneficiaries. Through collaborative governance, environmental education, corporate social investment, land reform and co-management, SANParks strengthens conservation constituencies and stakeholder relationships.

This approach supports stewardship of biodiversity, strengthens SANParks' social licence to operate and advances inclusive conservation across national parks and Mega Living Landscapes.

Outcome 4 seeks to strengthen the relationship between conservation institutions and communities by promoting participation, shared governance and meaningful socio-economic inclusion. Anchored in the People and Parks Programme, the outcome positions communities as active partners in conservation by incorporating local knowledge, perspectives and development priorities into planning and decision-making processes.

The People and Parks Programme serves as SANParks' primary mechanism for advancing inclusive conservation through structured engagement, co-management and benefit-sharing. Through platforms focused on land reform, environmental education, biodiversity economy participation and community development, the programme creates opportunities for communities to contribute to and benefit from conservation outcomes. Reflecting South Africa's historical context, the programme has evolved beyond consultation towards collaborative governance models that support greater participation, accountability and shared responsibility.

Governance structures such as Park Forums, Joint Management Boards and national and provincial People and Parks platforms remain central to this approach. These structures facilitate dialogue, support conflict resolution, and strengthen transparency and trust between SANParks and neighbouring communities.

During the reporting period, stakeholder engagement was further strengthened across all park regions. Park Forums continued to provide important channels for information sharing and participation, while broader engagement included municipalities, NGOs, youth formations, community structures and private-sector partners. The value of these structures was demonstrated during the Kruger floods, where People and Parks representatives assisted with identifying vulnerable households and coordinating relief efforts.

In addition, governance workshops at KNP helped strengthen leadership capacity, accountability and effective participation among youth representatives and forum members.

Through these initiatives, SANParks reinforces conservation as a shared societal responsibility while strengthening its social licence to operate and advancing the objectives of Vision 2040 and the MLLs approach.

PEOPLE AND PARKS PROGRAMME

The People and Parks Programme is SANParks' primary institutional mechanism for advancing social cohesion, collaborative governance, and inclusive conservation. Established to strengthen relationships between conservation authorities and communities affected by protected area management, the programme seeks to create structured opportunities for participation, dialogue, and shared decision-making.

The programme provides a platform for communities, government institutions, traditional leadership structures, conservation authorities, and other stakeholders to engage on matters related to conservation, land reform, participation in the biodiversity economy, environmental education, and community development. Through structures such as Park Forums, Joint Management Boards, and national and provincial People and Parks Platforms, communities are afforded opportunities to contribute to conservation planning and implementation while accessing socio-economic opportunities associated with protected areas.

During the year under review, SANParks strengthened governance systems, stakeholder engagement mechanisms, and collaborative partnerships across multiple conservation landscapes. These interventions contributed towards building trust, strengthening transparency and enhancing the legitimacy of conservation initiatives amongst neighbouring communities.

10TH PEOPLE AND PARKS NATIONAL CONFERENCE

A significant milestone during the reporting period was SANParks' participation in the 10th People and Parks National Conference, held from 02 to 04 March 2026 under the theme "Harnessing Nature-Based Wealth through Inclusive Biodiversity Conservation for Sustainable Development."

The Conference served as an important platform for reflection, strategic alignment, and collaborative planning, bringing together government, communities, conservation authorities, and other stakeholders to assess progress and strengthen the future direction

of the People and Parks Programme. Deliberations focused on reviewing implementation progress over the past two decades, unlocking economic opportunities linked to biodiversity resources and land ownership, strengthening co-management frameworks, and reinforcing biodiversity's contribution to rural development and inclusive conservation.

The Conference reaffirmed the central role of the People and Parks Programme in advancing inclusive conservation and highlighted several priority areas requiring accelerated intervention.

These included the recapitalisation of protected areas, stronger support for SMMEs, and the delivery of tangible socio-economic benefits to land claimants and communities living adjacent to protected areas. Strong emphasis was placed on expanding biodiversity economy initiatives and revitalising programmes such as the EPWP, recognising their contribution to both environmental management and employment creation.

Land reform also featured prominently, with stakeholders calling for the expedited settlement of land claims within protected areas and the establishment of structured post-settlement support mechanisms, including dedicated task teams to ensure that restitution processes result in sustainable socio-economic outcomes.

High-level panel discussions further highlighted the importance of strong governance, partnerships, and inclusive decision-making in supporting effective programme implementation. Stakeholders emphasised the need for clearly defined co-management agreements, sustained stakeholder engagement, and the integration of biodiversity economy priorities into municipal and provincial planning frameworks, including Integrated Development Plans (IDPs). The Conference also reinforced the importance of equitable benefit-sharing and meaningful community participation in conservation initiatives, including access to economic opportunities and involvement in programme implementation.

Capacity building was identified as a critical enabler of success, particularly in governance, enterprise development, and conservation activities, while the use of local labour and skills in infrastructure development and maintenance was recognised as an important mechanism for strengthening local economies. In addition, stakeholders highlighted the importance of well-developed and well-maintained protected-area infrastructure in enabling tourism growth and supporting the long-term sustainability of the biodiversity economy.



Participants At The People And Parks Conference Held At Kimberley, Northern Cape

INCREASED ACCESS TO EDUCATION AND SKILLS DEVELOPMENT

Capacity building remains a central pillar of SANParks' socio-economic transformation agenda, directly supporting the implementation of the People and Parks Programme and broader objectives of inclusive conservation. During the reporting period, 329 beneficiaries from targeted groups within MLLs and national parks received training, including 217 beneficiaries in business management and 112 in governance-related programmes.

This reflects a structured approach to strengthening both individual competencies and institutional capacity within communities, ensuring that beneficiaries are equipped to participate effectively in governance structures, enterprise development, and biodiversity economy value chains.

Training interventions were progressively expanded across multiple park regions, beginning with foundational business management training for 82 beneficiaries in the Nxanatseni and Marula regions of KNP. The programme later expanded to reach 104 beneficiaries across the GGHNP and Kruger regions, with a strengthened emphasis on inclusivity, including significant participation by women, youth, and 65 persons with disabilities.

As the programme matured, integrated business management and governance training was implemented for 106 beneficiaries across Marakele, Mountain Zebra and Kruger National Parks, reflecting growing recognition of the link between economic participation and institutional governance.

Training also evolved towards more targeted and context-specific interventions focused on biodiversity economy sectors such as bioprospecting, ecotourism, cooperative development, and the marine economy. Partnerships with organisations including the NYDA, , and SEDFA strengthened mentorship, enterprise development, and funding support, while governance and succession-planning interventions for CPAs improved readiness for co-management and beneficiation programmes.

Although significant progress has been achieved, ongoing focus is required to strengthen post-training support and improve linkages between skills development, finance, markets, and infrastructure to ensure sustainable socio-economic outcomes.

BURSARY PROGRAMME (YOUTH DEVELOPMENT AND HUMAN CAPITAL INVESTMENTS)

The SANParks Community Bursary Programme plays an important role in advancing youth development and long-term human capital investment by expanding access to higher education for youth from communities adjacent to national parks. Implemented as part of the Socio-Economic Transformation portfolio and aligned with national frameworks such as the National Development Plan (NDP) 2030 and the White Paper on Post-School Education and Training (2013), the Programme seeks to build a pipeline of skilled individuals who can contribute to conservation, biodiversity management, tourism, and related sectors.

Launched in 2024, the bursary scheme specifically targets youth from communities neighbouring parks to ensure that the benefits of conservation extend into education and long-term career opportunities. The Programme has grown steadily, with 17 students supported in 2024, 28 in 2025, and 49 bursaries awarded in 2026, reflecting increasing investment in youth development and access to higher education.

The 2025 bursary cycle demonstrated strong demand for educational support, with 402 applications received from communities adjacent to national parks. Following eligibility screening, 204 applications proceeded to assessment, after which 49 students were recommended for final selection based on academic performance, financial need, and alignment with programme priorities.

The bursary scheme remains closely aligned to SANParks' strategic skills requirements, ensuring that supported fields of study contribute to the future workforce needs of the conservation sector and biodiversity economy. Implemented in partnership with Human Capital Management, the Programme extends beyond financial support by incorporating mentorship, exposure to conservation careers, and potential pathways into internships and employment opportunities within SANParks and the broader environmental sector.

The impact of the Programme is reflected in the experiences shared by beneficiaries, many of whom highlighted the transformative role the bursary played in their educational journeys.

For instance, Tolerance Moremi noted that "without SANParks I wouldn't have gotten here, and guess what, I am now an employee of SANParks based at Orpen Camp in KNP," while Philippine Nkhoma expressed gratitude for the support and guidance received throughout her studies.

Clifford Mkwanazi reflected that he initially thought the bursary "was a scam," but later thanked the coordinators for their patience, support, and responsiveness, even outside normal working hours. Mihlaliyethu Fata further highlighted the Programme's broader social value, stating that the bursary helped her understand "the importance of the national parks" while expressing hope that more students in the Eastern Cape could benefit from similar opportunities in future.

These testimonies reinforce the Programme's contribution to intergenerational transformation, education access, and the development of future custodians of biodiversity.

Environmental education and awareness remain fundamental components of SANParks' strategy to strengthen conservation stewardship and foster future generations of environmental leaders. Through initiatives such as the Kids in Parks Programme, Walk and Learn on the Wild Side, heritage education, and other awareness programmes, SANParks seeks to enhance environmental literacy and create meaningful opportunities for young people to experience and appreciate South Africa's natural and cultural heritage.

During the reporting period, environmental education initiatives achieved significant reach, with 1,166 school groups participating in programmes across multiple regions, exceeding the annual target of 900 school groups. Environmental education and awareness programmes reached thousands of learners and educators across the country, providing experiential learning opportunities that strengthened understanding of biodiversity conservation, climate change, cultural heritage, and sustainable resource management. These interventions contribute towards building conservation constituencies and strengthening the long-term social foundations necessary to sustain inclusive conservation.

ENVIRONMENTAL EDUCATION REACH

Connecting learners and educators with conservation across SANParks' reporting regions

171 GROUPS ENGAGED

5,607 LEARNERS REACHED

830 EDUCATORS INVOLVED

ARID REGION

42	634	62
Groups	Learners	Educators

CAPE REGION

46	1,437	206
Groups	Learners	Educators

NORTHERN REGION

41	2,481	325
Groups	Learners	Educators

KRUGER NATIONAL PARK

20	66	71
Groups	Learners	Educators

FRONTIER REGION

22	989	166
Groups	Learners	Educators



Kids In Parks Programme At Addo Elephant National Park

By linking theoretical learning with real-world environmental challenges, the Programme strengthens environmental awareness while reinforcing conservation as both a developmental and societal priority.

A key component of the Programme is the Heritage Education Schools Outreach Programme (HESOP), which integrates cultural heritage and environmental education to strengthen learner understanding of the relationship between biodiversity, heritage, and conservation. Through HESOP, learners are exposed to diverse traditions, knowledge systems, and cultural perspectives within protected areas, promoting social cohesion, cultural appreciation, and nation-building. The Programme also supports the development of critical thinking and research skills by encouraging learners to engage with heritage as a dynamic and evolving knowledge system.

Successful implementation has been supported through collaboration with the Department of Basic Education, the National Heritage Council, provincial departments, youth development agencies, and SANParks, reinforcing conservation as a shared societal responsibility.

The Kids in Parks Programme continues to serve as a flagship environmental education initiative, providing structured multi-day experiential learning opportunities that expose learners to biodiversity, conservation practices, and cultural heritage within protected areas. The Programme has contributed to increased environmental awareness, improved access to national parks for underserved communities, and stronger community support for conservation initiatives, while helping to break down historical barriers to access.

Complementary outreach initiatives, including environmental calendar day campaigns, school and community engagements, and awareness programmes focusing on biodiversity conservation, water management, fire awareness, and marine protection, have further expanded the reach of environmental education.

Going forward, the Programme will continue evolving in alignment with Vision 2040 and the MLLs approach, with emphasis on expanding access, strengthening monitoring systems, integrating innovative learning platforms, and linking environmental education more directly to biodiversity economy opportunities and socio-economic transformation.

CORPORATE SOCIAL INVESTMENT (CSI)

Corporate Social Investment (CSI) interventions support food security, water access, skills development, cooperative strengthening, and community-based livelihood creation across multiple regions. This reinforces inclusive conservation through tangible socio-economic benefits for communities adjacent to protected areas. Activities undertaken include:

- Partnerships implemented with the NDA, DGVR, and SEDFA
- 45 participants received pre-incorporation support linked to food garden initiatives
- Cooperative governance training

- Training implemented across 20 small-scale fishing cooperatives in communities including Kalk Bay and Khayelitsha.

MARINE ECONOMY SKILLS DEVELOPMENT – WEST COAST REGION

- Safety certification training was provided to 14 participants, comprising 7 men and 7 male youth.
- Skipper licensing training was completed by 16 participants, including 2 women and 2 youth
- Financial management training was provided to 23 participants, comprising 15 men and 8 women.
- In support of marine economy development in the West Coast region:
- Safety certification training was provided to 14 participants, comprising 7 men and 7 male youth.
- Skipper licensing training was completed by 16 participants, including 2 women and 2 youth
- Financial management training was provided to 23 participants, comprising 15 men and 8 women.

WATER AND FOOD SECURITY INITIATIVES

At West Coast National Park, a Greening and Water Security Project was implemented in partnership with Saldanha Bay Municipality and the Department of Agriculture. Through this initiative, 25 beneficiaries received 2 500-litre water tanks to support backyard gardening and rainwater harvesting.

In the Richtersveld region, food garden and soup kitchen support was implemented in Eksteenfontein, Kuboes, Lekkersing, and Sanddrift. Support included shaded growing structures, 5,000-litre water tanks, irrigation systems, gardening tools and seeds, labour support, and soup kitchen supplies. These interventions benefited more than 100 community members at each project site.



West Coast Marine Economy Small-Scale Fishers, Skippers And Sea Safety Programme

NAMAQUA AND RICHTERSVELD FOOD SECURITY INITIATIVES

Food security initiatives in the Namaqua region benefited communities in Komaggas, Kamieskroon, Soebatsfontein, and Hondeklip Bay, while interventions in the Richtersveld region supported beneficiaries in Eksteenfontein, Lekkersing, and Sanddrift, including women, youth, and persons with disabilities.

At Karoo National Park, a greenhouse initiative supported community livelihood development through the provision of greenhouses, irrigation systems, water tanks, borehole infrastructure, seeds, and agricultural inputs. Technical support was further provided through Agricultural Research Council training delivered to 30 beneficiaries.



IAi-IAis/Richtersveld Transfrontier Park Community Greening Projects

EXTENDED CSI INITIATIVES

Additional CSI interventions included the provision of school uniforms and stationery, support to community feeding schemes and soup kitchens, water infrastructure, community livelihood and resilience initiatives, and the integration of biodiversity economy participation into CSI programmes.

Collectively, these interventions contributed to improved community well-being through a combination of infrastructure development, skills transfer, livelihood creation, environmental sustainability, and biodiversity economy participation across conservation landscapes.

LAND REFORM

Land reform and co-management are central to SANParks' socio-economic transformation agenda, reflecting both a constitutional obligation and a strategic commitment to repositioning inclusive conservation within society. Guided by Section 25(7) of the Constitution and the Restitution of Land Rights Act (Act No. 22 of 1994), the programme seeks to address the legacy of forced removals and land dispossession associated with the establishment of protected areas during apartheid.

Increasingly, restitution models are being implemented through co-management agreements that move beyond passive redress towards active participation by claimant communities in governance, decision-making, and biodiversity economy activities linked to protected areas. This approach reflects a growing recognition of conservation landscapes as shared socio-ecological systems that integrate biodiversity protection, cultural heritage, and community development.

In KNP, land claims by historically dispossessed communities have been settled through financial compensation combined with participation in a unified Beneficiation Scheme that provides both shared and targeted benefits. Shared benefits include access to the park, participation in governance structures, cultural site access, environmental education, and community levy allocations, while targeted opportunities focus on tourism concessions, lodge partnerships, retail participation, and enterprise development initiatives linked to the biodiversity economy.

Challenges relating to governance, transparency, and revenue-sharing concerns delayed implementation, prompting SANParks to revise the Beneficiation Scheme in alignment with Vision 2040, B-BBEE, and long-term investment objectives focused on tourism, enterprise development, and human capital development.

The co-management model implemented at GGHNP demonstrates an integrated approach to restitution and community beneficiation through tourism development, enterprise participation, cultural heritage access, and revenue-sharing mechanisms. Opportunities for the CPA include participation in hiking trails, 4x4 routes, mountain biking, craft markets, cultural events, and future commercial ventures, alongside a 5% share of income from game offtakes and preferential equity participation in selected projects.

A formal co-management committee comprising SANParks, government departments and the CPA is being established to oversee implementation. At the same time, governance, business development and public-private partnership training are strengthening the community's capacity to participate effectively in co-management arrangements. Quick-win projects, including community-operated camping safaris and craft market initiatives, have also been implemented to generate early economic benefits while larger biodiversity economy projects are developed.

In AENP, the COLCRA land claim continues to progress through a phased restitution process supported by enterprise development, governance training, skills development, and integration into small-scale fisheries initiatives, while final agreements remain under negotiation.

Similarly, the restitution model in Namaqua National Park combines land restoration with financial compensation and complementary support programmes focused on food security, fisheries, and enterprise development. In Richtersveld Transfrontier Park, co-management arrangements evolved through improved lease agreements and biodiversity economy initiatives such as the Desert Botanical Garden and Indigenous Nursery, which create employment opportunities, support the preservation of traditional knowledge, and generate income through indigenous plant sales.

Additional interventions, including food security programmes, infrastructure support, education initiatives, and environmental education, further demonstrate the integration of conservation, livelihoods, and cultural identity within restitution processes.

Across all sites, the land reform and co-management programme reflects SANParks' transition towards a more inclusive conservation model in which protected areas are repositioned as shared landscapes that support ecological sustainability, social justice, and economic inclusion.

Although significant progress has been achieved, challenges relating to governance capacity, institutional coordination, co-management complexity, and the implementation of agreed benefits remain. Continued investment in capacity building, strengthened partnerships, and improved alignment between policy frameworks and implementation mechanisms will therefore remain essential to ensuring that restitution processes deliver sustainable socio-economic outcomes while reinforcing conservation as an equitable and socially embedded system.

Through biodiversity economy initiatives, SANParks has expanded access to opportunities across the wildlife, bioprospecting, and ocean economy sectors. These initiatives, supported by enterprise development, capacity building, and market access interventions, have enabled communities to participate more meaningfully in conservation-linked value chains, contributing to livelihoods, local economic development, and resilience.

At the same time, Outcome 4 has strengthened SANParks' social licence through enhanced governance structures, environmental education, social investment, and land reform implementation. The continued development of co-management models, the expansion of education and skills development programmes, and targeted corporate social investment initiatives have reinforced conservation as a shared societal responsibility.

Land reform and co-management efforts demonstrate progress in aligning restitution with long-term development outcomes, while environmental education and youth-focused initiatives are strengthening the next generation of conservation participants and leaders.

Despite these achievements, key challenges remain, including strengthening market access within the biodiversity economy, enhancing post-training support, accelerating land reform implementation, and ensuring the sustainability of community-based enterprises. Addressing these will require continued collaboration, stronger partnerships, and improved alignment between policy and implementation.

Looking ahead, SANParks will continue to strengthen integrated delivery across all components of the Programme, guided by Vision 2040 and the MLLs approach. This will ensure that conservation contributes meaningfully to socio-economic transformation while maintaining ecological integrity.

Overall, the Programme reflects a maturing model of conservation that is inclusive, participatory, and development-oriented, ensuring that biodiversity conservation is firmly embedded within society and delivers equitable and sustainable benefits.

STRATEGIC PARTNERSHIPS

The effective realisation of inclusive conservation requires strategic partnerships that support SANParks in achieving its Vision 2040. As part of its repositioning towards inclusive conservation, SANParks sought to establish and strengthen partnerships with a diverse range of stakeholders within and across priority MLLs.

During the year under review, strategic partnerships were established and implemented across the country, encompassing organisations from the non-governmental sector, local communities, traditional authorities, traditional healers, private sector entities, and institutions within the state sector. These partnerships support collaborative conservation, strengthen stakeholder participation, and contribute to the achievement of SANParks' conservation and socio-economic objectives.

Below is a snapshot of some of the key partnerships implemented during the 2025/2026 financial year.

CATHSSETA

The partnership with CATHSSETA focuses on transforming skills in the tourism and hospitality sector. Two flagship projects were approved: the Eco-Rangers Programme and the Field Guiding Programme, together valued at over R60 million. These initiatives support biodiversity conservation, community stewardship, and enterprise development, with recruitment already underway for hundreds of learners across MLLs. Placement of learners is expected in the new financial year.

African Leadership University

In collaboration with African Leadership University, SANParks launched a Park Management Leadership Development Programme aimed at equipping managers with skills to lead MLLs, strengthen community engagement, and implement adaptive management approaches. The first cohort of 30 managers commenced the programme in October 2025, with graduation scheduled for the 2026/2027 financial year.



Managing Eexecutive For Kruger National Park, Mr Oscar Mthimkhulu Attending Gallery Of Legends Event

Youth Employment Services (YES)

Through the YES partnership, SANParks implemented youth-focused training in drone technology within the Greater Addo and Greater Kruger MLLs. This has resulted in the placement of 50 graduates as environmental monitors in Table Mountain and Kruger National Parks, with plans to expand the programme further.

South African Gallery of Legends (SAGOL)

The South African Gallery of Legends (SAGOL) is a non-profit Legacy Project dedicated to honouring, inspiring, and empowering South Africans. Through programmes and activations, it showcases the achievements and memorabilia of iconic figures in sports, arts, and culture. Each year, new heroes are inducted via a national nomination process.

A Memorandum of Understanding between SANParks and SAGOL enabled the launch of a Social Cohesion pilot programme, designed to strengthen relationships between SANParks and its stakeholders through sports and cultural heritage initiatives. Sport and heritage serve as powerful, though often underutilised, tools for conservation, as they foster emotional, social, and economic connections to nature. This approach transforms conservation from a purely technical effort into a shared societal value and lived experience.

As part of the partnership, two football clinics were held in Skukuza and Phalaborwa, led by former national soccer players. These events engaged over 400 children with structured coaching, mentorship, and conservation education. In addition, a storytelling event at GGHNP, led by cultural heritage legends, instilled pride within the community. Together, these activities promoted youth development, celebrated cultural heritage, encouraged intergenerational dialogue, and strengthened social cohesion across MLLs.



Stakeholder Engagement With Eastern Cape House Of Traditional Leaders

South African
NATIONAL PARKS
Honorary Rangers™

SANParks Honorary Rangers

SANParks Honorary Rangers (SHRs) are the official volunteer support organisation of SANParks. The SHRs made a significant contribution to conservation, tourism, and community engagement during the 2025/2026 financial year. Their work supported the repositioning of inclusive conservation through environmental education initiatives, community-based projects, volunteer support, fundraising activities, and the provision of equipment and other resources to national parks.

During the year, SHRs revised their collaborative agreement to strengthen alignment with Vision 2040 and established a Steering Committee to support implementation of shared objectives. Key initiatives included ranger wellness support through Project Embrace, support to specialised anti-poaching and visitor safety units, K9 and equestrian projects in KNP, maintenance projects in West Coast National Park, environmental education initiatives, community outreach programmes, and fundraising events supporting conservation activities.

The Honorary Rangers also mobilised resources through events such as birding weekends, the Marakele Marathon, and Serenade in the Forest, with proceeds directed towards conservation priorities across the national park system.

The work done across the SHR regions often reflects excellent examples of repositioning inclusive conservation through working with communities, environmental education initiatives, and fundraising or equipment to support SANParks.

During 2025/2026, a revision of the collaborative agreement between SANParks and the Honorary Rangers was undertaken to enable the SHRs to contribute towards the Vision 2040 objectives. Thus, an informative and productive Vision 2040 Masterclass was held with SET Management, SHR Board, SHR Exco and Regional Chairpersons to facilitate the process of inclusion in Vision 2040 and how the SHRs can assist with the achievement of relevant goals and targets. From this, a SHR and SANParks Steering Committee was established to facilitate the implementation of the Cooperative Agreement and to align the objectives of Vision 2040 within this rollout.

Apart from the substantial wish list projects undertaken and assets provided during 2025/2026, several events involving SANParks VSU collaboration deserve recognition:

- The Project Embrace activity in Kgalagadi Transfrontier Park provides proactive trauma, stress management, and wellness support to field rangers and their families. It strengthens ranger resilience through training in mental wellness, financial management, and communication, aiming to enhance the emotional well-being of frontline conservationists.
- SHR's presence at the Comrades Marathon was extremely successful in raising funds and promoting goodwill and marketing SANParks at two exhibition sites and a manned water point, on social media and national television.
- The Sea, Air, and Mountain (SEAM) team, facilitated training, funding, and operational resources for specialised anti-poaching and visitor safety units, particularly at TMNP. This partnership includes funding training, supporting wellness, and fostering collaboration, enhancing the SEAM unit's ability to combat environmental crimes.
- Additional projects worth listing include:
  - the K9 and equestrian projects at KNP.
- West Coast islands maintenance in West Coast National Park.

- SHR assistance with the Kgodumodumo Dinosaur Centre launch.
- The Knysna Honorary Rangers community information displays featuring 21 common forest birds that children from the Khayelethu community can see in the Knysna (Diepwalle) forests bordering their homes.
- The Knysna region's fourth fundraising "Serenade in the Forest", with five classical musicians performing in front of approximately 400 guests at the Diepwalle Big Tree. The project involved taxi operators from local communities transporting guests to the venue to alleviate traffic congestion, demonstrating community cooperation and supporting tourism.
- The Marakele Marathon, hosted by the SHRs featured 42 km, 21 km, 10 km and 5 km routes, with all proceeds supporting SANParks' wildlife protection.
- The SHR involvement with the Richtersveld Nursery Project was awarded a Kudu Award at the annual SANParks awards ceremony.

Collectively, the interventions implemented under Outcome 4 demonstrate SANParks' commitment to repositioning conservation within society through inclusive participation, collaborative governance, and equitable benefit-sharing. By strengthening environmental education, social investment, co-management, stakeholder engagement, and community empowerment, SANParks continues to build the trust, legitimacy, and partnerships required to secure long-term conservation outcomes.

The outcome reinforces the understanding that conservation sustainability depends not only on ecological integrity but also on strong relationships with communities, transparent governance systems, and the meaningful inclusion of people in conservation decision-making and benefit-sharing processes. In this regard, Outcome 4 remains central to SANParks' broader Vision 2040 ambition of creating a future where people and nature thrive together in sustainable Mega Living Landscapes.

SOUTHERN AFRICAN WILDLIFE COLLEGE
TRAINING BEYOND BOUNDARIES

Southern African Wildlife College (SAWC)

Southern African Wildlife College is SANParks' strategic partner in conservation-related training and skills development. The strategic partnership remained centred on the upskilling, professional development and continuous strengthening of ranger capabilities, which continued to be a key strategic priority during the year under review. The partnership contributed to strengthening the knowledge, skills and operational readiness of conservation personnel, supporting the organisation's broader commitment to effective protected area management and conservation outcomes. During the current financial year, 60 employees from various parks participated in training programmes at the SAWC, further enhancing institutional capacity and promoting a culture of continuous learning and professional excellence.

The table below highlights the training interventions conducted for the period under review

TRAINING INTERVENTIONS	BENEFICIARIES
Diploma 1st year	5
Diploma 2nd year	11
Diploma 3rd year	9
NQF 5 Higher Certificate	22
NQF 6 Advanced Certificate	13
Total	60

West Coast
National Parks

5

OUTCOME 5

ORGANISATIONAL AGILITY AND INNOVATION TO MANAGE INTEGRATED LANDSCAPES AND DRIVE IMPACT

Outcome 5 focuses on strengthening SANParks' organisational capacity, resilience, and adaptability to effectively manage complex conservation landscapes and deliver meaningful conservation outcomes. It seeks to build a modern, responsive, and sustainable organisation through improved governance, innovation, financial sustainability, digital transformation, and effective risk management.

The outcome aims to ensure that SANParks has the people, systems, partnerships, and resources required to respond to changing environmental, social, and economic conditions, while continuously improving organisational performance and long-term impact in support of its conservation mandate.



Youth Development Programme Focusing On The Theme Of Developing Future Talent

During the 2025/2026 financial year, SANParks implemented strategic interventions aimed at strengthening long-term financial viability, enhancing organisational performance, advancing digital transformation, and fostering innovation in support of its conservation mandate. These efforts contributed to improved organisational resilience and positioned SANParks to respond effectively to a dynamic operating environment while delivering on its strategic objectives.

The sections that follow provide an overview of performance and achievements against the key result areas of Financial Sustainability, Adaptive Governance and Digital Transformation, and Innovation and Risk Management. Performance relating to the People-Centred Organisation key result area, including human resource management and workforce-related initiatives, is reported in Part D of this Annual Report.

FINANCIAL SUSTAINABILITY

SANParks intends to further enhance its revenue potential and ensure financial sustainability, inter alia, through diversification of revenue streams (beyond tourism), including optimising sustainable finance opportunities; strengthening resource mobilisation, and being an active player in the biodiversity economy; sustaining and growing tourism revenue inter alia through infrastructure investment and partnerships; and increasing operational efficiency.

SANParks' Financial Sustainability Strategy was approved in September 2025. The strategy is structured around five interdependent pillars, each representing a domain of reform and investment:

1. Enhancing Revenue Generation
2. Improving Operational Efficiency
3. Sustainable Investing
4. Mobilising / Diversifying Funding
5. Accessing Alternative Funding

These pillars are underpinned by a clear recognition that the financial model must evolve to reflect SANParks' ecological footprint and institutional ambition. The strategy outlines priority interventions, timeframes, and enabling conditions, structured into immediate cost-containment actions, medium-term investment shifts, and long-term sustainability measures.

RESOURCE MOBILISATION

During the 2025/2026 financial year, the Resource Mobilisation and Partnerships (RM&P) function prioritised the mobilisation of external financial and non-financial resources through structured engagement with private sector partners, development agencies, philanthropic institutions, and civil society, while also strengthening existing partnerships.

As a result of these efforts, a total of R122.5 million was mobilised during the reporting period through a diversified funding base comprising grants and cash donations (R71 million), in-kind contributions (R19.9 million), and strategic partnerships exceeding R11 million, alongside growing digital fundraising streams. This performance demonstrates steady progress in diversifying funding sources and strengthening SANParks' positioning as a partner of choice for inclusive conservation-linked investment.



An All-Terrain Vehicle Donated By The SANParks Honorary Rangers To Kruger National Park Anti-Poaching K9 Unit

To further support resource mobilisation efforts, RM&P enhanced coordination across divisions and improved alignment between internal priorities and external funding opportunities through the development of a structured pipeline of bankable projects. This approach enabled the matching of funding opportunities with investment-ready programmes.

RM&P continues to position partnerships and resource mobilisation as a strategic lever for organisational resilience, enabling SANParks to unlock new funding streams and deliver on its mandate of inclusive, sustainable conservation.

SANParks has also secured funding to the value of R240 million for implementation over a period of six years, from the Global Environment Facility (GEF) under its eighth replenishment cycle (GEF-8), as well as from the Global Biodiversity Framework Fund (GBFF), to support initiatives in the GNP, Greater KNP and Greater Addo MLLs. These projects are integrated into the broader MLL Programme.

SANParks is in the process of finalising the appointment of strategic partners to serve as sub-executing agencies across the different MLLs, and the procurement process is at an advanced stage and is expected to be finalised during the first quarter of the current financial year (2026/2027). Collectively, these milestones demonstrate steady progress in embedding Vision 2040 as a unifying framework for transforming conservation into an inclusive, regenerative, and development-oriented enterprise.

TOURISM REVENUE

The APP set a year-on-year tourism revenue growth target of 5%, measured through conservation fees, concession fees, retail gross profit and tourism income. CRM and Customer Loyalty contributed to this outcome through revenue generated from the Wild Card programme, which forms part of conservation fee income. During 2025/2026, Wild Card revenue increased to R183.5 million, compared to R164.3 million in the previous year, representing growth of 11.7% and exceeding the overall tourism revenue growth target.

For the period under review, total revenue from Tourism, at R2.839-billion, is 17.3% above the R2.420-billion achieved in the previous year and 3.3% above the budgeted figure of R2.748-billion.



Addo Elephant National Park Family Unit

ACCOMMODATION

Revenue from Accommodation (including camping) increased by 11.7% from R968.1-million to R1.081-billion. The budgeted amount for Accommodation (R1.194-billion) was underachieved by -9.4%.

CONSERVATION FEES

Revenue from Conservation Fees (including Wild Card) increased by 19.3%, from R975.5-million to R1.168-Billion. The budgeted amount for Conservation Fees (R1.067-billion) was exceeded by 9.5%.

ACTIVITIES

Revenue from Activities increased by 16.1% from R118.5-million to R137.6-million. The budgeted amount for Activities (R125.4-million) was exceeded by 9.6%.

RETAIL GROSS PROFIT

Revenue from Retail activities increased by 40.4% from R62.2-million to R87.2-million. The budgeted amount for Retail Gross Profit (R81.3-million) was exceeded by 7.2%.

CONCESSION FEES

Revenue from the concession operators increased by 19.7% from R167.-million to R200.1-million. The budgeted amount for Concession Fees (R201.0-million) was underachieved by -0.4%.

FACILITIES RENTAL

Revenue received from the retail and food & beverage operators increased by 11.6% from R69.2-million to R77.3-million. The budgeted amount for Facilities Rental R62.7-million) was exceeded by 23.2%.

Combined, revenue from restaurant, shop, lodge and other concession operators (Concession Fees + Facilities Rental) totalled R277.4-million in April-March 2026, 5.2% above the budgeted figure of R263.7-million and an increase of 17.3% over the figure of R236.4-million achieved in 2025.

OTHER TOURISM INCOME

Revenue from the sundry sources and cancellation fees increased by 47.1% from R59.4-million to R87.4-million, which is 454.2% above the budgeted amount of R15.8-million.

DIGITAL TRANSFORMATION AND INNOVATION

Information and communication technology continued to play a strategic enabling role across SANParks by supporting the effective use of digital technologies, strengthening information management, and enabling informed decision-making. Through the provision of stable, secure, and inclusive digital services, technology contributed to organisational performance and supported the achievement of SANParks' strategic objectives.

The SANParks Strategic Plan 2025–2030 identifies inclusive conservation as a core requirement of organisational delivery. During the reporting period, technology initiatives supported this objective by improving access to information, services, and engagement opportunities for citizens, visitors, communities, and other stakeholders. Delivery remained aligned with the Strategic Plan and the Digital Transformation Strategy 2022–2027, with a focus on applying technology in practical ways to support SANParks' conservation, tourism, and socio-economic mandate while reducing barriers to participation.

During the 2025/2026 financial year, technology-enabled interventions contributed to:

- Expanding digital access for citizens, visitors, and staff
- Safeguarding participation through secure and trusted systems
- Strengthening governance and transparency
- Enabling sustainable tourism and revenue systems that support long-term conservation outcomes.

Digital platforms were further enhanced to extend access to SANParks services and information, improve stakeholder participation and transparency, and enable staff, communities, and visitors to engage with conservation through modern digital channels.

A key milestone during the reporting period was the launch and operationalisation of the SANParks Mobile App, which expanded public access to park information, heritage sites, tourism services, and conservation content. Digital platforms also enabled SANParks to extend its reach beyond physical park boundaries, supporting greater awareness, accessibility, and participation across diverse communities.

Beyond its core digital transformation initiatives, SANParks continued to strengthen its digital capabilities through a range of complementary programmes that enhanced security, operational efficiency and organisational inclusion. The organisation maintained a Level 4 Cyber Security Maturity rating, reinforcing the protection of citizen, visitor and partner information while building confidence in its digital platforms through ongoing cybersecurity awareness initiatives.

The ongoing rollout of the Tourism Property Management System improved the reliability, accessibility and efficiency of booking and tourism services across the national park system, helping to protect revenue and support the long-term financial sustainability of conservation. Internally, the expanded adoption of Microsoft 365, collaborative digital tools and organisation-wide digital literacy training enabled employees across geographically dispersed parks and offices to work more effectively, reducing reliance on paper-based and location-dependent processes while fostering a more connected, agile and inclusive workplace.

STAKEHOLDER ENGAGEMENT

SANParks continued to strengthen the organisation's reputation and brand value through effective engagement with both internal and external stakeholders. Strategic communication initiatives supported transparency, strengthened stakeholder confidence, and advanced SANParks' vision, mission, and strategic objectives as the organisation progressed its transition towards inclusive conservation. This approach ensured that stakeholders remained informed, engaged, and aligned with SANParks' evolving strategic direction and conservation priorities.

During the 2025/2026 financial year, SANParks generated approximately 33,000 media clips, increasing from 28,000 in the previous period and reflecting a growth of 17%. Quarter Four (January to March 2026) accounted for the largest share of media coverage at 32%, driven primarily by extensive public and media interest in the Kruger flooding events and recovery efforts, Table Mountain fires, and festive season tourism activity.

SANParks maintained strong media sentiment performance, achieving a combined 100% positive and neutral sentiment rating, while negative sentiment remained at 0%, despite 165 negative clips being recorded. Traditional media coverage across print, broadcast, and online platforms also increased significantly, with total clips rising to 27,953 from 21,769 in 2023/2024. In parallel, SANParks sustained a strong social media presence throughout the year, with particularly strong traction on Facebook and Instagram.

Communication efforts throughout the year focused on strategic themes aligned with SANParks' long-term objectives. These included inclusive conservation, with emphasis on co-management and shared responsibility with local and indigenous communities; biodiversity protection, through the promotion of MLLs, ecological corridors, and habitat restoration; and regenerative tourism, aimed at advancing sustainable, community-based tourism that contributes to both ecosystem recovery and local economic development.

These initiatives were strengthened through targeted stakeholder collaboration and media engagement activities, including media excursions that provided first-hand exposure to conservation initiatives and operational realities within the parks. Such engagements enhanced understanding of SANParks' work, supported more balanced and informed reporting, and created valuable opportunities to communicate organisational achievements, challenges, and conservation impact more effectively.



Grant Grootboom, Hospitality Services Manager Skukuza With Media On Site Live Broadcast At SANParks Events

KEY MEDIA STORIES

SUPPORT

Kruger National Park establishes relief fund after flooding



A BRIDGE at Crocodile Bridge Gate was flooded earlier this week, preventing visitors from leaving the park for a number of days, according to SANParks. | SANParks

'I didn't stop dreaming big even coming from a poor background': a travel indaba success story

Caroline Nake has big plans for her business and has benefited from attending the Africa's Travel Indaba with SANParks

Shonisani Tshikalange



BIG PLANS Caroline Nake of Tinubu Kruger Lodge with her daughter Jacqueline Nake-Singh at the travel indaba in Durban.

Department records 16% decline in rhino poaching

Mpumalanga hit hardest as Kruger National Park reports 175 rhinos poached

February 16, 2026 at 10:00 pm

Make us preferred on Google

Ernest Mabuza



The majority of the rhinos lost in Mpumalanga were in the Kruger National Park, which reported 175 rhinos poached in 2025. PIC FILE (SUPPLIED)

Kruger National Park flooding to impact revenue, says SANParks

Cape Town

Lindsay Dentlinger

Fourteen camps remain closed as officials begin to take stock of the damage, which is currently estimated at half a billion rand.

Kruger National Park | Floods | SANParks



SanParks CEO Hlophe Sello and Forestry, Fisheries and the Environment minister Willie Aucamp have launched a Kruger National Park recovery fund at Parliament. Picture: Lindsay Dentlinger/ANA

OPINION & ANALYSIS

REY T THAKHULI | SANParks and the rise of collaborative conservation in a mega-living landscape

National parks must now be reimagined as living, breathing and shared spaces, deeply interwoven with the people who surround them



CONSERVATION VISION Rangers protect the planet's natural treasures and cultural heritage. SANParks licensure this day in July each year by celebrating our very own Rangers. Sniffer dog Fabio sniffs out ammunition hidden in a vehicle during a demonstration at their event held at Addo Elephant Park. With him is his handler Franklin Faraai.

Images: Werner Hills

JP LOUW | Why safety on Table Mountain needs all of us

We need a partnership with visitors to improve safety on the mountain, whether from hazards like injuries which can occur because of the terrain or potential criminals lurking in the shadows, writes SANParks' JP Louw.

Table Mountain | SANParks



Table Mountain in Cape Town, South Africa. Picture: Esa Alexander/Pixabay



SANParks pilot Bradford Grafton with one of the rescued vultures.



Media Interview With Dr David Zimmerman, Senior Veterinarian Veterinary Wildlife Services at Addo Elephant National Park

POLICY COORDINATION AND COMPLIANCE

The National Policy Development Framework (December 2020) guides SANParks policy development, coordination, and governance. By standardising policy processes across government. The framework supports improved coherence, accountability, and alignment with national priorities.

During the 2025/2026 financial year, SANParks managed implementation through a structured policy management approach as contained in the Annual Policy Review Schedule. This schedule enabled proactive monitoring of updates, improved alignment with compliance, and strengthened oversight led by the Policy Compliance Unit. The continuous development and refinement of policy instruments contribute meaningfully to inclusive conservation while enhancing organisational agility by maintaining relevant and adaptive policy instruments. This ensures that SANParks is better positioned to respond to evolving environmental, regulatory, and socio-economic challenges, which support more efficient decision-making and enable the organisation to remain responsive in a dynamic conservation landscape. In total, 19 policy instruments were developed, reviewed, and subsequently approved during the 2025/2026 financial year.

POLICY INSTRUMENT DEVELOPED

19
TOTAL INSTRUMENTS DURING REVIEW PERIOD

INSTRUMENT MIX

- 8 POLICIES
- 5 FRAMEWORKS
- 4 PROCEDURES
- 1 STRATEGY
- 1 MANUAL

1 OFFICE OF THE CEO

Delegation of Authority Framework	FRAMEWORK

3 COO DIVISION

Business Planning and Performance Management SOP	PROCEDURE
Managed ICT Programmes and Projects SOP	PROCEDURE
Resource Mobilisation and Partnerships SOP	PROCEDURE

3 GOVERNANCE, RISK & COMPLIANCE

Corporate Governance Framework	FRAMEWORK
Enterprise Risk Management Strategy	STRATEGY
Code of Ethics	POLICY

2 COMMUNICATIONS

Information and Records Management Policy	POLICY
Official Language Policy	POLICY

6 HUMAN CAPITAL MANAGEMENT

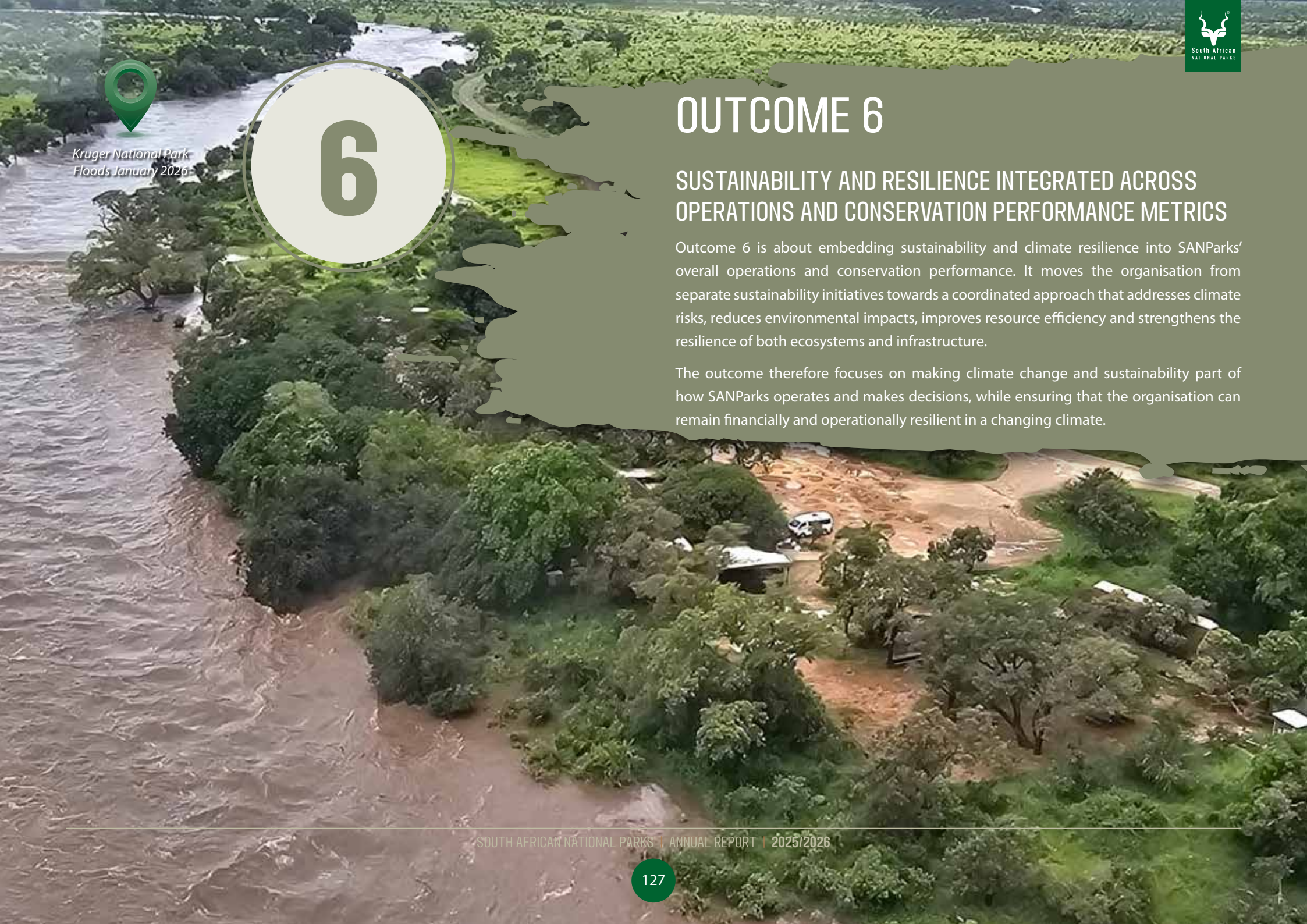
Acting Policy	POLICY
Change Management Framework	FRAMEWORK
Job Evaluation Policy	POLICY
Learning and Development Policy	POLICY
Managing Ill-Health Incapacity SOP	PROCEDURE
SHE Manual	MANUAL

2 FINANCE

Asset Management Policy	POLICY
Travel Accommodation and Subsistence Policy	POLICY

2 CONSERVATION MANAGEMENT SERVICES

Wildlife Monitoring and Evaluation Framework	FRAMEWORK
Land Degradation and Restoration Framework	FRAMEWORK



Kruger National Park
Floods January 2026

6

OUTCOME 6

SUSTAINABILITY AND RESILIENCE INTEGRATED ACROSS OPERATIONS AND CONSERVATION PERFORMANCE METRICS

Outcome 6 is about embedding sustainability and climate resilience into SANParks' overall operations and conservation performance. It moves the organisation from separate sustainability initiatives towards a coordinated approach that addresses climate risks, reduces environmental impacts, improves resource efficiency and strengthens the resilience of both ecosystems and infrastructure.

The outcome therefore focuses on making climate change and sustainability part of how SANParks operates and makes decisions, while ensuring that the organisation can remain financially and operationally resilient in a changing climate.

TOWARD A CLIMATE-RESILIENT FUTURE: INTEGRATING SUSTAINABILITY INTO SANPARKS' STRATEGIC FRAMEWORK

The first year of the 2025-2030 strategic plan saw SANParks begin a fundamental strategic pivot, from a historical pattern of fragmented, ad hoc sustainability projects toward a unified organisational mandate. This shift is driven by the recognition of climate change as a materially important strategic risk that directly impacts biodiversity conservation, infrastructure resilience, and financial sustainability.

Outcome Goal 6 of the APP serves as the critical bridge between our high-level aspirations, defined in Vision 2040, and our operational reality. By elevating sustainability to a core performance measure, we have institutionalised a "Double Materiality" approach, where adopting a climate resilience and sustainable development approach not only mitigates financial risk and makes business sense from a resource efficiency perspective, but also mitigates environmental and social impacts. This framework allows us to manage both "financial materiality" (mitigating transition risks and capturing growth opportunities) and "impact materiality" (upholding our fiduciary duty toward intergenerational equity and environmental stewardship).

During the period under review SANParks developed and approved a Climate and Sustainability Action Plan that merged environmental sustainability and climate change into a single, cohesive strategy. This integration synthesises foundational documents, including the Climate Preparedness Strategy (2022) and the Green Energy Strategy (2021), providing a common logic for all divisions. The Plan ensures that accountability is no longer siloed but is an embedded component of our collective conservation performance.

The Action Plan is structured around five strategic pillars and a cross-cutting sixth pillar for oversight:

1. **Climate Mitigation:** Reducing greenhouse gas emissions through renewable energy transitions, energy efficiency, and addressing embodied carbon in infrastructure.
2. **Climate Adaptation:** Strengthening the resilience of ecosystems and built assets to withstand evolving environmental shifts and extreme weather events.
3. **Climate and Sustainability Finance:** Mobilising innovative "green" capital and sustainable finance solutions, such as carbon credits, to reduce reliance on the fiscus.
4. **Circular Economy:** Transitioning toward a "waste minimisation" and net-zero waste model through separation at source and value-chain partnerships.
5. **Mainstreaming, Governance, and Research:** Embedding climate logic into procurement, policy instruments, and research agendas to ensure organisational alignment.
6. **Monitoring, Evaluation, Reporting, and Learning (MERL):** A cross-cutting pillar designed to track performance, manage transition risks, and facilitate data-driven institutional learning.

This framework ensures that small-scale actions at a park level contribute to the global conservation picture, providing a robust foundation for our mitigation efforts, and is informed by the Climate Change Act of 2024.

CLIMATE MITIGATION: DECARBONISING THE CONSERVATION FOOTPRINT

Decarbonisation is a strategic imperative for SANParks and is essential to preserve natural capital and meet the rising expectations of modern, eco-conscious travellers. By reducing our greenhouse gas emissions, we mitigate transition risks and ensure the long-term viability of our tourism brand.

Our renewable energy transition is anchored by the KfW-funded Technical Assistance Facility in KNP. Detailed engineering solutions target the top 14 energy users, accounting for 92.7% of energy consumption in the park, with a target of 80% renewable energy penetration. Strategically, we are proposing alternate delivery models, such as Power Purchase Agreements (PPAs) with Independent Power Producers (IPPs). This model shifts the burden of infrastructure capital and operations to the private sector while securing market-based rates, with anticipated savings of up to R11 million in the first year of operation.

Concurrent with energy generation is our "Green Building" initiative. We have internalised capacity by training KNP technical services staff as Green Star assessors through the Green Building Council South Africa (GBCSA). This enables the assessment of both embodied and operational carbon during conceptual planning. We have developed a preliminary assessment tool for new projects, with the Metsi Metsi and Tshizibane trails camps identified as primary candidates for Excellence in Design for Greater Efficiencies (EDGE)/Green Star certification. Concept designs for Metsi Metsi have met and exceeded the EDGE green standard certification for buildings.

Table 16: Status of Mitigation Milestones that Reflect Complexities of SANParks Procurement and Implementation Environment

Initiative	Status / Outcome
Energy Usage Database	**Achieved.** Web-based system finalised; tracking utility bills across all regions to establish an energy baseline.
Carbon Footprint Analysis	**Achieved.** Specialist awarded in March 2026; 12-week project initiated to develop a net-zero roadmap.
Electricity Management Training	**Achieved.** 2-day "Electricity Management 101" completed with the National Cleaner Production Centre for technical managers.

While mitigation addresses the drivers of climate change, the increasing frequency of extreme events necessitates a robust focus on adaptation.

CLIMATE ADAPTATION: BUILDING RESILIENCE IN ECOSYSTEMS AND INFRASTRUCTURE

Strategic adaptation is critical to protect the natural and built assets that underpin our revenue. The January 2026 Kruger floods served as a stark "ground-truthing" event, resulting in an estimated R1 billion in damages to roads, bridges, and tourist accommodation. Critically, the destruction of staff housing and subsequent revenue loss directly threatened the financial sustainability of SANParks and underscored the realisation that climate resilience is a prerequisite for organisational survival. New climate resilient bridge and culvert designs have been developed and are being implemented in the reconstruction of damaged infrastructure.

We continue to lead in species-level adaptation through science-based restoration and research:

- Renosterveld Restoration (TMNP): Following the first wet season, we have achieved a survival rate of >80% for 88 planted species. However, the project faces ongoing risks from invasive grasses, which require intensive management.
- Succulent Conservation (Richtersveld): 200 giant quiver tree seedlings were planted along elevation gradients. Early data suggest higher survival in cooler, higher-altitude sites, potentially outside their traditional range.
- Research Leadership: The ASCEND Research Team, comprising 12 team members from across Africa, is developing "Guidance for Conserving African Biodiversity in a Changing Climate" to provide practitioner-ready tools for the continent.

By linking ecosystem health to infrastructure protection, we build the resilience required to sustain our mission. This resilience, however, must be supported by diversified financial streams.



Letaba Rest Camp, Kruger National Park Following The January 2026 Floods

CLIMATE AND SUSTAINABILITY FINANCE: UNLOCKING INNOVATIVE RESOURCE STREAMS

To sustain our conservation mandate, SANParks is shifting from a reliance on government fiscus to the mobilisation of "green" capital. Financial resilience is the bedrock of our long-term strategy, enabling us to address the maintenance backlogs that exacerbate climate vulnerability.

Our Carbon Credit Programme is seen as a key enabler for conservation finance. We have confirmed the technical and legal viability of nature-based carbon projects through a feasibility assessment. The planned Carbon Flagship PPP in the Grasslands MLL can utilise soil carbon and biochar methodologies to generate high-integrity credits, directing revenue toward ecological restoration and invasive species management.

Our strategy is bolstered by high-level strategic partnerships:

- Global Affairs Canada through Conservation South Africa (CSA): Provided R3.2 million for infrastructure vulnerability assessments and costed adaptation plans in KNP, which now form the basis of a collaboration with the Development Bank of South Africa (DBSA) on a Green Climate Fund (GCF) proposal.
- Verdure Fund: Contributed R7.2 million to support the Technical Assistance Facility for the KNP renewable energy transition. To date, roughly half of this amount has been spent to assess the baseline usage and develop a technically sound and cost-effective Master Strategy for SANParks to achieve 80% renewable energy penetration in the KNP.

These financial mechanisms enable the long-term investments required for a circular economy.

CIRCULAR ECONOMY: TRANSFORMING WASTE INTO VALUE

Under Vision 2040, SANParks is committed to a target of net-zero waste. This requires a shift from disposal to waste minimisation and separation at source, reinforcing our brand as a leader in sustainable tourism.

The Kruger 3-bin Pilot at commercial picnic sites, specifically Tshokwane**,** has provided vital data. At Tshokwane, we achieved a 62% diversion rate for recyclables and food waste. This initiative is supported by a partnership with the PET recycling company, PETCO. Additionally, partnerships with various Extended Producer Responsibility Organisations (EPROs) are being formalised including a partnership agreement with waste recycling organisation (MPACT), which includes the provision of a waste collection truck, a weighbridge for Skukuza, and certification training for waste site workers, and another agreement with EPR Waste Association of South Africa (EWASA) on creating sustainable value chains for eWaste and plastic out of our Parks.

Beyond Kruger, we have achieved the following:

- Tankwa National Park has piloted a black soldier fly system for compost waste, which is being separated at source at the rest camp and staff village.
- Many Parks across SANParks are starting to measure the total amount of waste produced each month, and Park managers, especially in the more remote, Arid and Cape Parks are fully engaged and supportive of the need for good data to inform decision making.
- Augrabies NP has started separation at source around its tourist camps and staff accommodation, and Golden Gate phased out 500ml plastic water bottles for a dispensing system at its conferencing facilities.

These actions reduce long-term operational costs and demonstrate our commitment to responsible resource use.

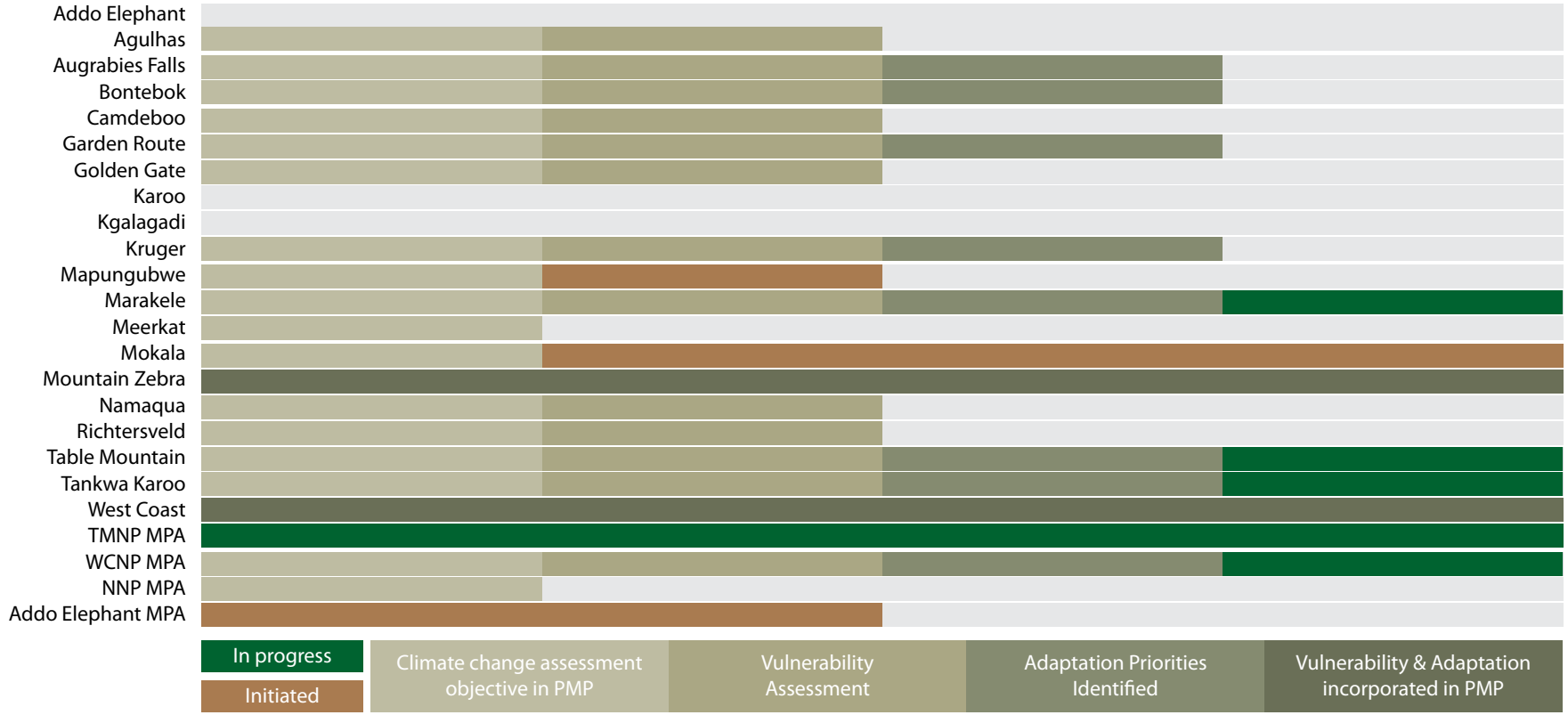
CLIMATE MAINSTREAMING, GOVERNANCE, AND MERL

During the reporting period, SANParks advanced the mainstreaming of climate and environmental considerations across key organisational processes, including procurement, operational planning and ranger training. Governance was further strengthened through the development of the draft SANParks Environmental Management Policy and participation in national initiatives such as BIOFIN and the National Biodiversity Strategy and Action Plan. This work supports the alignment of biodiversity planning and expenditure with national priorities and international standards.

CLIMATE CHANGE ADAPTATION

During the period under review, SANParks advanced several climate change adaptation and research initiatives that strengthen biodiversity resilience, inform ethical environmental stewardship, and support evidence-based decision-making. A key milestone has been the finalisation of a climate module for SANParks BIMS . The platform will enable users to get basic climate information for any park, while registered researchers will be able to apply and gain access to full datasets. The platform also enables easy visualisation of trends and extreme climate events. Climate vulnerability assessments are being systematically advanced to inform forthcoming reviews of the Park Management Plan (PMP). To date, 14 national parks have completed assessments, with a further six underway.

Figure 11: Overview of climate change assessments undertaken



LINKING PERFORMANCE WITH BUDGETS

Table 17: Expenditure Analysis

Programme/activity/objective	Budget	Financial year 2025/2026	
		Actual Expenditure	(Over)/Under Expenditure
PROTECTED AREAS EXPANSION ALIGNED WITH THE NATIONAL PROTECTED AREA EXPANSION STRATEGY (NPAES) AND SANPARKS LAND INCLUSION PLAN	604,595,600	600,444,460	4,151,140
EFFECTIVE AND EFFICIENT MANAGEMENT OF INTEGRATED LANDSCAPES	1,101,561,645	1,041,994,120	59,567,526
SUSTAINANBLE POPULATIONS OF SPECIES OF SPECIAL CONCERN MONITORED, MAINTAINED, AND/OR RECOVERED ACROSS INTEGRATED LANDSCAPES	91,956,941	91,666,850	290,091
BIODIVERSITY ECONOMY IMPLEMENTED TOWARDS TRANSFORMATION ACROSS THE INTEGRATED LANDSCAPES	20,757,508	19,945,570	811,938
DEGRADED ECOSYSTEMS REHABILITATED ACROSS LANDSCAPES	88,462,140	85,777,780	2,684,360
IMPROVED MANAGEMENT OF CULTURAL HERITAGE ACROSS INTEGRATED LANDSCAPES	68,574,925	68,535,285	39,641
TARGETED PROCUREMENT DESIGNATED GROUPS	9,918,027	9,789,695	128,332
IMPROVED TOURISM PERFORMANCE	818,928,322	778,816,377	40,111,945
COMMUNITY INTEGRATION IN TOURISM	9,595,473	9,433,364	162,109
REGENERATIVE ENVIRONMENT AND CULTURAL PRACTICES	6,669,836	6,593,848	75,987
INCREASED ACCESS TO EDUCATION AND SKILLS DEVELOPMENT OPPORTUNITIES	40,166,789	40,162,925	3,863
SUSTAINABLE CORPORATE SOCIAL INVESTMENT TOWARDS COMMUNITY DEVELOPMENT	129,193,210	128,666,670	526,540
LAND REFORM AND CO-MANAGEMENT	22,455,153	22,325,585	129,569
FINANCIALLY SUSTAINABLE ORGANISATION	429,910,700	428,888,900	1,021,800
ADAPTATIVE GOVERNANCE AND DIGITAL TRANSFROMATION	188,149,093	188,124,333	24,761
INNOVATION AND RISK MANAGEMENT	3,163,260	3,069,055	94,205
PEOPLE CENTRED ORGANISATION	678,946,856	678,876,402	70,455
CLIMATE CHANGE VULNERABILITY REDUCED AND CLIMATE RESILIENCE IMPROVED	88,020,520	85,777,780	2,242,740
TOTAL EXPENDITURE	**4,401,026,000**	**4,288,889,000**	**112,137,000**

Programme/activity/objective	Budget	Financial year 2024/2025	
		Actual Expenditure	(Over)/Under Expenditure
PROTECTED AREAS EXPANSION ALIGNED WITH THE NATIONAL PROTECTED AREA EXPANSION STRATEGY (NPAES) AND SANPARKS LAND INCLUSION PLAN	523,978,102	520,386,231	3,591,871
EFFECTIVE AND EFFICIENT MANAGEMENT OF NATIONAL PARKS	992,403,605	992,375,352	28,253
DEGRADED ECOSYSTEMS REHABILITATED	91,603,484	90,335,475	1,268,009
CLIMATE CHANGE VULNERABILITY REDUCED AND CLIMATE RESILIENCE IMPROVED	83,545,880	80,570,590	2,975,290
IMPROVED MANAGEMENT OF CULTURAL HERITAGE	64,462,547	64,051,668	410,879
SUSTAINABLE POPULATIONS OF SPECIES OF SPECIAL CONCERN MONITORED AND MAINTAINED	86,595,272	85,669,953	925,319
CONTRIBUTION TO IMPROVED WILDLIFE POPULATIONS OF AFRICAN RANGE STATES SUSTAINED	20,350,498	19,554,481	796,017
WILDLIFE CRIME IN NATIONAL PARKS REDUCED	25,617,608	25,005,567	612,041
IMPROVED TOURISM PERFORMANCE	742,407,926	741,729,883	678,043
TRANSFORMATION OF WILDLIFE ECONOMY THROUGH INCREASED PDI PARTICIPATION	161,191,876	159,162,251	2,029,625
SUSTAINED CORPORATE SOCIAL INVESTMENT TOWARDS COMMUNITY DEVELOPMENT	124,566,406	116,042,895	8,523,511
FINANCIALLY SUSTAINABLE ORGANISATION	380,944,693	379,878,385	1,066,308
EFFICIENT, INNOVATIVE SYSTEMS AND BUSINESS PROCESSES SUPPORTIVE OF SANPARKS CORE BUSINESS	265,593,842	264,760,951	832,892
EFFECTIVE STAKEHOLDER AND PARTNERSHIP MANAGEMENT	271,068,284	252,520,318	18,547,967
TOTAL EXPENDITURE	**3,834,330,024**	**3,792,044,000**	**42,286,024**



Augrabies Falls National Park Gamedrive At Sunset

Table 18: Revenue Collection

Sources of revenue	2025/2026			2024/2025		
	Estimate	Actual Amount Collected	(Over)/Under Collection	Estimate	Actual Amount Collected	(Over)/Under Collection
	R'000	R'000	R'000	R'000	R'000	R'000
Tourism, Retail, Concession, and Other	3,130,092	3,217,713	(87,621)	2,641,794	2,825,955	(184,161)
Sales - fauna and flora	15,109	17,640	(2,531)	14,316	7,333	6,983
Other operating income	95,635	107,729	(12,094)	137,441	109,906	27,535
Interest income	117,855	133,044	(15,189)	137,685	128,220	9,465
Total Revenue from exchange transactions	**3,358,691**	**3,476,126**	**(117,435)**	**2,931,236**	**3,071,414**	**(140,178)**
Government grants and other funding	1,012,335	913,294	99,041	905,106	998,387	(93,281)
Donations	30,000	11,171	18,829	35,611	33,199	2,412
Total Revenue from non-exchange transactions	**1,042,335**	**924,465**	**117,870**	**3,871,953**	**4,103,000**	**(231,047)**
Total	**4,401,026**	**4,400,591**	**435**	**3,871,953**	**4,103,000**	**(231,047)**

- Revenue from exchange transactions reflects an overachievement driven by a significant increase in visitor numbers across SANParks.
- Government grants and other funding variance is primarily due to the slightly delayed spending on infrastructure grant allocations, which impacts the recognition of grant income as it is typically matched to expenditure. Grants for infrastructure projects generate income based solely on the performance and progress of the respective infrastructure projects.
- Donations are below budget, due to the receipt of fewer donations than anticipated.



Bontebok National Park Landscape

Table 19: Expenditure Analysis

Expenditure	Estimate	Actual Amount spent	(Over)/Under spent	Estimate	Actual Amount spent	(Over)/Under spent
	R'000	R'000	R'000	R'000	R'000	R'000
Employee related costs	2,051,162	2,066,711	(15,549)	1,793,823	1,768,410	25,413
Depreciation and amortisation	195,993	170,420	25,573	155,655	162,884	(7,229)
Finance costs	18,257	9,179	9,078	8,272	6,812	1,460
Operating lease payments	57,204	72,513	(15,309)	53,427	28,669	24,758
Cost of sales	350,544	352,824	(2,280)	377,322	346,681	30,641
Gain/Loss on sale of assets	16	10,956	(10,940)	20	4,270	(4,250)
Operating expenses	1,727,850	1,570,583	157,267	1,483,474	1,442,151	41,323
Total Expenditure	**4,401,026**	**4,253,186**	**147,840**	**3,871,993**	**3,759,877**	**112,116**
Actuarial(gains)/losses	-	35,703	(35,703)	-	32,167	(32,167)
Total Expenditure for the year	**4,401,026**	**4,288,889**	**112,137**	**3,871,993**	**3,792,044**	**79,949**

- Employee-related costs exceeded the budget due to the medical aid employee benefit obligation movement having exceeded the estimation.
- Depreciation reflects an underspending variance, mainly due to lower-than-expected acquisitions of new assets during the period.
- Finance costs reflect a saving primarily due to the implementation of the Full Maintenance Lease Services contract.
- Operating lease payments reflect an unfavourable variance against the budget, primarily due to the introduction of the Full Maintenance Lease Services under which SANParks vehicles are leased through operating lease.
- Cost of sales reflects an unfavourable variance due to more sales than anticipated.
- Operating expenses variance is primarily driven by the slow spending on consultant costs, as well as lower than planned expenditure on consumables and marketing activities. These categories reflect delays in procurement, timing differences in project execution, and the deferred rollout of certain marketing initiatives, resulting in underspending against year-to-date budget.
- The variance for loss on disposal of assets reflects an unfavourable variance, resulting from a higher number of assets being written off or disposed of than originally anticipated. This was due to the poor condition of these assets, which made them uneconomical to maintain or repair and unforeseen natural disasters.
- The actuarial loss is inherently difficult to predict, as the calculation is only done once a year at year end by actuaries.

Table 20: Capital Investment (After Revenue Collection)

The table below reflects infrastructure projects where expenditure was incurred according to the planned implementation for 2025/2026.

Infrastructure Project	Financial Year 2024/2025			Financial Year 2025/2026			Expected Completion Date
	Budget	Actual Expenditure	(Over)/Under Expenditure	Budget	Actual Expenditure	(Over)/ Under Expenditure	
KRUGER NATIONAL PARK							
IP6 KNP Tourism Accommodation	R 13,037,069	R 10,368,360	R 2,668,708	R 1,690,799	R 1,690,799	R 0	31-Mar-26
IP6 KNP Staff Housing	R 4,056,340	R 3,110,429	R 945,911	R 2,304,726	R 0	R 2,304,726	31-Mar-27
IP6 KNP Electrical Infrastructure	R 3,732,148	R 3,249,462	R 482,687	R 2,078,309	R 2,078,309	R 0	31-Mar-26
IP6 KNP Civil Infrastructure	R 7,090,744	R 5,970,459	R 1,120,285	R 6,629,808	R 6,049,538	R 580,269	31-Mar-27
IP6 KNP Roads	R 8,382,617	R 5,225,714	R 3,156,903	R 33,624,795	R 33,624,796	R 0	31-Mar-26
IP6 KNP Phalaborwa Activity Node	R 6,469,447	R 4,955,896	R 1,513,552	R 965,170	R 965,170	R 0	31-Mar-26
IP6A KNP - Tourism Accommodation Upgrade	R 63,528,557	R 60,250,472	R 3,278,085	R 168,289,024	R 89,521,802	R 78,767,222	31-Mar-27
IP6A KNP - Staff Accommodation Upgrade	R 65,183,535	R 65,119,112	R 64,423	R 4,406,889	R 1,349,272	R 3,057,617	31-Mar-27
IP6A KNP - Civil Infrastructure Upgrade	R 8,746,351	R 8,664,604	R 81,747	R 27,628,769	R 13,883,432	R 13,745,336	31-Mar-27
IP6A KNP - Corporate Infrastructure Upgrade	R 2,839,079	R 2,037,040	R 802,039	R 8,962,429	R 8,162,429	R 800,000	31-Mar-27
IP6A KNP - Roads Upgrade	R 3,341,067	R 2,791,404	R 549,663	R 10,431,566	R 10,431,566	R 0	31-Mar-26
Sub-Total: Infrastructure Programme	**R 192,172,241**	**R 171,742,952**	**R 20,429,289**	**R 267,012,285**	**R 167,757,115**	**R 99,255,170**	
Department of Tourism							
NDT - KNP Shangoni Gate Development	R 3,551,560	R 0	R 3,551,560	R 3,551,560	R 0	R 3,551,560	31-Mar-28
Sub-Total	**R 3,551,560**	**R 0**	**R 3,551,560**	**R 3,551,560**	**R 0**	**R 3,551,560**	
Total KNP	**R 195,723,801**	**R 171,742,952**	**R 23,980,849**	**R 270,563,845**	**R 167,757,115**	**R 102,806,730**	
PARKS DIVISION							
IP1 West Coast: Kraalbaai Day Visitor Site	R 1,286,689	R 184,470	R 1,102,219	R 179,378	R 0	R 179,378	31-Dec-27
IP1 Agulhas Lighthouse Precinct Development	R 15,213,578	R 6,362,640	R 8,850,938	R 10,196,639	R 10,196,639	R 0	31-Mar-26
IP3-5 Tsitsikamma Restaurant and Precinct Development	R 22,913,302	R 21,590,937	R 1,322,365	R 2,506,161	R 1,548,306	R 957,855	11-Mar-26
IP4&6 Addo Lendlovu Community Lodge	R 1,324,213	R 845,748	R 478,465	R 15,383,109	R 11,486,071	R 3,897,038	30-Sept-26
IP5 Addo Construct Wastewater Plant	R 790,293	R 105,897	R 684,396	R 684,396	R 88,405	R 595,991	30-Sept-26
IP4 Bontebok Die Stroom Swimming pool and Day Visitor Site	R 379,958	R 255,393	R 124,565	R 2,405,359	R 96,212	R 2,309,147	31-Dec-26

Infrastructure Project	Financial Year 2024/2025			Financial Year 2025/2026			Expected Completion Date
	Budget	Actual Expenditure	(Over)/Under Expenditure	Budget	Actual Expenditure	(Over)/ Under Expenditure	
IP4 West Coast Geelbek Activity Node	R 385,685	R 222,423	R 163,262	R 3,837,998	R 412,154	R 3,425,844	31-Mar-27
IP4 West Coast Upgrade R27 Entrance Gate	R 2,847,262	R 1,938,462	R 908,800	R 7,955,659	R 6,815,615	R 1,140,044	31-Aug-25
IP4&6 West Coast Park Management Offices	R 709,539	R 595,245	R 114,295	R 4,432,640	R 252,662	R 4,179,978	31-Mar-27
IP4&5 Kgalagadi Construct Dawid Kruiper Rest Camp	R 18,040,352	R 2,077,836	R 15,962,516	R 1,586,258	R 47,980	R 1,538,279	30-Sept-27
IP4 Kgalagadi Water Purification Plants	R 75,336	R 0	R 75,336	R 1,606,466	R 0	R 1,606,466	31-Mar-27
IP4 Mokala Upgrade Lilydale WWTP	R 130,326	R 0	R 130,326	R 781,957	R 98,987	R 682,971	30-Jun-26
IP4 Mapungubwe: Construct Park Management Offices	R 3,282,469	R 0	R 3,282,469	R 328,247	R 250,000	R 78,247	31-Mar-27
IP4 Mapungubwe: Expand Mazhou Camp Site	R 88,425	R 0	R 88,425	R 176,850	R 0	R 176,850	31-Mar-27
IP4 & 6 Marakele: Construct Ranger Post Staff Accommodation	R 375,000	R 0	R 375,000	R 15,000,000	R 0	R 15,000,000	31-Mar-27
IP5 Kgalagadi Construct Craig Lockhardt Camp Site	R 1,957,161	R 866,847	R 1,090,314	R 5,885,127	R 4,672,983	R 1,212,144	30-Jun-26
IP6 Addo Main Camp Electrical Upgrade	R 7,548,204	R 3,154,679	R 4,393,525	R 5,548,920	R 5,466,798	R 82,122	31-Dec-25
IP6 Kgalagadi Mata Mata and Nossob Solar Plants	R 10,067,930	R 10,022,108	R 45,822	R 279,373	R 279,373	R 0	30-Jun-25
IP6 Installation of Solar Geysers	R 1,750,000	R 1,198,522	R 551,478	R 207,459	R 207,459	R 0	30-Dec-25
IP6 Upgrade Staff Houses at Ranger Stations, Marakele				R 1,925,000	R 1,847,809	R 77,191	30-Nov-25
IP6 Renovations of Tlopi Tented Camp, Marakele				R 2,300,000	R 1,676,006	R 623,994	31-Mar-26
IP6 Construct Golden Gate Hotel Swimming Pool				R 450,000	R 137,744	R 312,256	31-Mar-27
IP6 Renovations of Golden Gate Hotel				R 530,963	R 530,963	R 0	31-Oct-25
IP6 Renovations at Highlands Mountain Retreat				R 2,466,634	R 2,466,634	R 0	31-Oct-25
IP6 Mapungubwe Staff Accommodation	R 1,109,482	R 434,857	R 674,626	R 6,961,692	R 6,050,175	R 911,516	30-Jun-26
IP6 Tsitsikamma Fill Slope Failure	R 2,696,362	R 2,457,337	R 0	R 176,012	R 176,012	R 0	31-Dec-23
IP6 Tsitsikamma Electrical Infrastructure Upgrade	R 3,873,041	R 2,381,337	R 1,491,703	R 3,190,059	R 2,360,444	R 829,615	31-Dec-25
IP6 Mapungubwe Youth Facility				R 7,000,000	R 4,842,334	R 2,157,666	31-May-26
IP6A Mokala Motswedi Camp Site expansion	R 70,000	R 22,127	R 47,873	R 551,149	R 403,962	R 147,187	30-Jun-26
IP6A Addo Nyathi Rest Camp Upgrade	R 1,015,000	R 945,171	R 69,829	R 2,761,449	R 2,487,204	R 274,245	31-Mar-27
IP6A Twee Rivieren Camp Site Ablution Facility Replacement	R 176,049	R 50,414	R 125,636	R 1,388,229	R 1,159,233	R 228,995	30-Jun-26
IP6A Agulhas Rest Camp Upgrade	R 912,500	R 129,467	R 783,033	R 1,760,266	R 1,078,047	R 682,220	30-Sept-26
IP6A Duinepos Rest Camp Refurbishment	R 507,500	R 384,888	R 122,612	R 5,859,067	R 3,053,049	R 2,806,018	30-Sept-26

Infrastructure Project	Financial Year 2024/2025			Financial Year 2025/2026			Expected Completion Date
	Budget	Actual Expenditure	(Over)/Under Expenditure	Budget	Actual Expenditure	(Over)/ Under Expenditure	
IP6A Mapungubwe Leokwe Rest Camp Upgrade	R 637,500	R 0	R 637,500	R 637,500	R 3,000	R 634,500	31-Mar-27
IP6A Mapungubwe Interpretation centre Repairs and Maintenance	R 2,500,000	R 0	R 2,500,000	R 625,000	R 422,870	R 202,130	31-Mar-27
IP6A TMNP Tokai Bulk Services Infrastructure	R 1,040,147	R 228,378	R 811,769	R 9,360,819	R 3,915,146	R 5,445,673	31-May-26
IP6A TMNP Rhodes Memorial Repair and Upgrade	R 900,000	R 885,045	R 14,955	R 405,748	R 0	R 405,748	31-Aug-27
IP6A TMNP Signal Hill Development Planning				R 98,498	R 98,498	R 0	31-Mar-29
IP6A Agulhas Lighthouse Interpretive Centre Display	R 5,200,000	R 4,674,111	R 525,889	R 1,825,889	R 819,885	R 1,006,004	31-Mar-26
IP6A Dinosaur Interpretive Centre Display	R 4,500,000	R 1,968,483	R 2,531,517	R 3,031,517	R 2,935,191	R 96,325	30-Jun-25
IP6A Kgalagadi Park Perimeter Fence	R 450,000	R 122,428	R 327,572	R 14,016,606	R 11,151,656	R 2,864,951	30-Jun-26
IP6A Frontier Region Fence Solar Stations	R 3,000,000	R 0	R 3,000,000	R 150,000	R 0	R 150,000	31-Dec-26
IP6A Mapungubwe Park Perimeter Fence Construction	R 703,200	R 0	R 703,200	R 703,200	R 0	R 703,200	31-Dec-26
IP6A TMNP Baboon Priority Electric Fencing	R 4,000,000	R 0	R 4,000,000	R 400,000	R 0	R 400,000	31-Mar-27
IP6A Tsitsikamma Asbestos Removal	R 125,000	R 0	R 125,000	R 5,000,000	R 2,332,694	R 2,667,306	31-May-26
IP6A Tsitsikamma Suspension Bridges Upgrade	R 1,050,000	R 948,278	R 101,722	R 12,565,973	R 11,116,599	R 1,449,374	31-May-26
IP6A Diepwalle, Tented Camp and Garden Of Eden Electrical Works	R 375,000	R 268,929	R 106,071	R 1,231,071	R 459,206	R 771,865	31-Mar-26
IP6A Tankwa Karoo Oudebasdamkraal Repairs	R 325,000	R 209,310	R 115,690	R 6,290,690	R 4,691,836	R 1,598,853	30-Jun-26
IP6A Camdeboo Tented Camp Electrical Infrastructure	R 1,500,000	R 0	R 1,500,000	R 75,000	R 0	R 75,000	31-Mar-27
IP6A Richtersveld Replace Asbestos Houses	R 425,000	R 80,952	R 344,048	R 1,262,857	R 0	R 1,262,857	31-Mar-27
IP6A Marakele Etikeng Staff housing	R 500,000	R 0	R 500,000	R 500,000	R 104,026	R 395,974	31-Mar-27
IP6A Planning Staff Houses: MPA	R 75,000	R 18,000	R 57,000	R 148,200	R 0	R 148,200	31-Mar-27
IP6A Mokala Lilydale - WWTP	R 225,000	R 0	R 225,000	R 2,700,000	R 494,596	R 2,205,404	30-Jun-26
IP6A GRNP Regional Offices Extension	R 525,000	R 414,411	R 110,589	R 308,559	R 99,691	R 208,868	31-Mar-27
IP6A Addo Tar Road Maintenance	R 748,826	R 333,110	R 415,716	R 732,170	R 195,497	R 536,673	31-Mar-27
IP6A Mountain Zebra Tar Road Maintenance	R 334,938	R 196,360	R 138,578	R 325,120	R 56,922	R 268,198	31-Mar-27
IP6A Table Mountain Tar Road Maintenance	R 195,008	R 66,907	R 128,101	R 191,663	R 0	R 191,663	31-Mar-27
IP6A Kgalagadi Roads Upgrade	R 450,000	R 421,346	R 28,654	R 4,289,327	R 1,283,328	R 3,005,999	31-Jul-26
IP6A Mapungubwe roads upgrade	R 750,000	R 1,102,338	-R 352,338	R 8,338,597	R 2,954,947	R 5,383,650	30-Apr-26
IP6A Tankwa Karoo Solar system Upgrade	R 62,500	R 0	R 62,500	R 125,000	R 0	R 125,000	31-Mar-27

Infrastructure Project	Financial Year 2024/2025			Financial Year 2025/2026			Expected Completion Date
	Budget	Actual Expenditure	(Over)/Under Expenditure	Budget	Actual Expenditure	(Over)/ Under Expenditure	
IP6A Addo PV Solar Plant	R 750,000	R 440,456	R 309,544	R 1,455,954	R 193,227	R 1,262,727	30-Sept-26
Sub-Total	**R 130,872,775**	**R 68,605,645**	**R 62,028,105**	**R 193,097,473**	**R 113,518,076**	**R 79,579,397**	
Department of Tourism							
Mapungubwe Youth Facilities	R 19,383,777	R 9,746,946	R 9,636,831	R 9,268,172	R 9,268,172	R 0	31-May-26
Sub-Total	**R 19,383,777**	**R 9,746,946**	**R 9,636,831**	**R 9,268,172**	**R 9,268,172**	**R 0**	
Parks Division	**R 150,256,552**	**R 78,352,591**	**R 71,664,937**	**R 202,365,645**	**R 122,786,248**	**R 79,579,397**	
TOTAL	**R 345,980,353**	**R 250,095,542**	**R 95,645,786**	**R 472,929,490**	**R 290,543,363**	**R182,386,127**	

Note:

- The budgets and expenditure in the table are VAT exclusive.
- The list of approved projects for the SANParks Infrastructure Programme, based on the 2024 MTEF allocation totals R1.166 billion – the 2023 MTEF budget was reduced by R 67 million that was redirected to the operational grant.



Addo Elephant National Park Game Drive

PROGRESS MADE ON IMPLEMENTING THE CAPITAL, INVESTMENT AND ASSET MANAGEMENT PLAN



SANParks' infrastructure asset base, valued at approximately R16 billion, continues to face significant recapitalisation and maintenance funding pressures. For the 2025/2026 financial year, SANParks was allocated R119,225 million in capital funding after R23,142 million was redirected from the original allocation of R142,367 million to supplement the organisation's operational grant requirements. This allocation represents only 14% of the infrastructure recapitalisation and Level of Service backlog identified in the 5-Year Maintenance and Recapitalisation Management Plan (2022). In addition, a further R100 million was approved for KNP infrastructure investment.

Since the adoption of the 5-Year Maintenance and Recapitalisation Plan in March 2022, capital investment funding received by SANParks has amounted to approximately 35% of the identified recapitalisation requirement, highlighting the ongoing challenge of adequately funding the renewal and sustainability of the organisation's infrastructure asset base. The available capital funding is applied primarily towards the replacement, refurbishment and upgrading of existing infrastructure assets, while also supporting selected strategic infrastructure developments that enhance conservation management, operational sustainability and visitor experience.

Table 21 summarises the recapitalisation requirements and capital funding allocations over the four-year period since the approval of the Plan.

Table 21: Recapitalisation Requirements and Capital Funding Allocations

Year	Backlog Level of Service and Recapitalisation (5-Yr Plan)	Infrastructure Investment Allocation	% of Needs
	R'000	R'000	
2022/2023	R 783,319	R 124,901	16%
2023/2024	R 782,029	R 830,406	106%
2024/2025	R 950,132	R 91,963	10%
2025/2026	R 844,106	R 119,225	14%
Total	**R 3,359,586**	**R 1,166,495**	**35%**

INFRASTRUCTURE PROJECTS CURRENTLY IN PROGRESS

Infrastructure delivery during the year continued across SANParks, with significant progress achieved on several strategic recapitalisation and development projects despite funding constraints, severe weather events, procurement delays and regulatory approval requirements.

The most significant challenge was the impact of flooding in KNP, which affected project schedules and necessitated the prioritisation of emergency repairs to restore operational facilities. In addition, the cancellation and re-advertisement of selected tenders affected delivery timelines across parts of the infrastructure programme. Total expenditure on infrastructure projects across all programmes amounted to approximately R355 million, while projects funded by the Department of Tourism achieved an overall completion rate of 98%, including the successful completion of the Agulhas Lighthouse Precinct Development.

- **KNP:** Most projects under Phase 6 of the Infrastructure Programme were completed. Major upgrades remain underway at Skukuza Rest Camp and tourism facilities in Satara, Olifants and Shingwedzi. The R130 million Shangoni Entrance Gate Road and bridge infrastructure project is at an advanced procurement stage, with contract award anticipated in the new financial year.

- **Kgalagadi Transfrontier Park:** The Namibian border fence upgrade was extended through an approved variation order, increasing the total upgraded fence length to 54 km. Progress on the Twee Rivieren campsite ablution facilities and roads maintenance projects remain behind schedule and will be closely monitored.
- **Mokala National Park:** Construction of the Motswedi campsite extension and wastewater treatment plant is underway, with contractors established on site.
- **Tsitsikamma National Park:** Good progress has been achieved on the refurbishment of the three suspension bridges, with the upgrade and renovations of 15 chalets far advanced.
- **AENP:** Construction of the Le Ndlovu Rest Camp and the grid-tied solar plant continues to progress well.
- **West Coast National Park:** Progress on the Duinepos Rest Camp project has been slower than planned. Environmental authorisations have been secured for the Geelbek and Langebaan office developments, with procurement processes being finalised.
- **TMNP:** The Tokai Manor bulk services, road and parking infrastructure project is progressing according to plan. The procurement for the upgrade and replacement of the Tea Room at Groote Schuur Estate is underway.
- **Mapungubwe National Park and World Heritage Site:** The upgrade of Leokwe Rest Camp is expected to commence following approval from the South African Heritage Resources Agency (SAHRA).

PLANS TO CLOSE OR DOWNGRADE ANY CURRENT FACILITIES

No facilities were downgraded or closed in 2025/2026.

PROGRESS MADE ON THE MAINTENANCE OF INFRASTRUCTURE

SANParks incurred maintenance expenditure of R241,692 million during the 2025/2026 financial year, of which R187 million was spent on the systematic maintenance of property and building infrastructure, including R36 million allocated to veld maintenance activities. In addition, the Infrastructure Programme implemented maintenance projects to the value of R48 million across the organisation's infrastructure portfolio. While these investments have contributed to maintaining critical infrastructure and supporting operational continuity, the available maintenance budget remains significantly below the level required to adequately sustain SANParks' extensive infrastructure asset base. As a result, the organisation continues to experience a growing maintenance backlog, increasing the risk of accelerated asset deterioration and future recapitalisation requirements.

DEVELOPMENTS EXPECTED TO IMPACT THE PUBLIC ENTITY'S CURRENT EXPENDITURE

The Kgodumodumo Dinosaur Interpretation Centre was launched on 22 June 2025 and recorded 88,000 visitors for the year, requiring ongoing operational support, maintenance and facility management. Two of the larger projects, i.e. Agulhas Lighthouse Precinct Development, as well as the Tsitsikamma Restaurant Precinct development, were completed during the year and capitalised and will require maintenance. The appointment of additional human capital capacity for strategic infrastructure planning and the implementation of maintenance, upgrades and new infrastructure projects will require operational and project funding, and the finalisation and funding of a structure to support infrastructure management.

The continued expansion and enhancement of SANParks' infrastructure portfolio is expected to place additional pressure on future operational budgets.

CHANGES TO ASSET HOLDINGS

SANParks' infrastructure asset base increased during the reporting period through the completion and capitalisation of new infrastructure developments and recapitalisation projects to the value of approximately R259 million. Key additions to the asset portfolio included the solar energy plants in Kgalagadi Transfrontier Park, the Kabouga Fence in AENP, the Scholtzfontein Fence in Mokala National Park, electrical infrastructure upgrades in Addo Elephant and Tsitsikamma National Parks, as well as the Agulhas Lighthouse Precinct Development and Tsitsikamma Restaurant Precinct Development.

Recapitalisation projects completed during the year included the upgrading of Tlopi Tented Camp, Molapofifi Staff Houses in Marakele National Park, Golden Gate Mountain Retreat Rest Camp, various tourism and staff accommodation facilities in KNP, and the construction of additional staff housing units. These investments contributed to the renewal, enhancement and expansion of SANParks' infrastructure asset base, supporting both operational requirements and visitor experiences across the national parks network.

There were no material disposals, scrapping activities or losses arising from theft reported during the reporting period.

MEASURES TAKEN TO UPDATE ASSET REGISTER

All completed infrastructure projects were formally handed over by the project managers for capitalisation and inclusion in the Fixed Asset Register in accordance with SANParks' asset management procedures. Supporting documentation was provided to Finance to ensure the timely recording of new assets and recapitalised infrastructure.

CURRENT STATE OF SANPARKS' CAPITAL ASSETS

The asset portfolio health grade for aboveground infrastructure was assessed at 56.86%, which is rated as 'Good' overall as per the 5-Year Maintenance and Recapitalisation Management Plan for SANParks' Infrastructure Plant (2022). During the reporting period, extensive flood damage was experienced in KNP, with the full extent of the damage still being assessed and preliminary estimates indicating losses of close to R1 billion. To support recovery efforts, the DFFE allocated R288 million towards the rehabilitation and restoration of flood-damaged infrastructure in KNP.

Table 22: Asset Portfolio Health Grade Overview

Region	No. of Assets	Current Replacement Value	Depreciated Replacement Value	Asset Portfolio Health Grade %	Asset Portfolio Health Grade
KNP - Marula Region	6,255	R 6,527,524,452	R 3,783,196,084	57.96%	Good
KNP - Nxanatseni Region	3,187	R 4,723,570,954	R 2,746,102,969	58.14%	Good
Arid	1,476	R 1,243,149,155	R 670,664,819	53.95%	Good
Cape	1,082	R 1,312,746,125	R 700,630,253	53.37%	Good
Frontier	1,225	R 1,029,841,616	R 532,508,942	51.71%	Fair
Garden Route	852	R 458,672,924	R 267,351,579	58.29%	Good
Northern	1,144	R 878,233,342	R 495,847,382	56.46%	Good
Grand Total	**15,221**	**R 16,173,738,568**	**R 9,196,302,028**	**56.86%**	**Good**

MAJOR MAINTENANCE PROJECTS UNDERTAKEN

SANParks continued to implement routine maintenance and refurbishment programmes across all parks to preserve tourism accommodation, staff housing, road networks and bulk services infrastructure within the limits of approved operational budgets. Additional funding was allocated to KNP during the financial year to address priority maintenance requirements relating to road and building infrastructure.

Procurement processes were undertaken to appoint contractors for road maintenance projects in Addo Elephant and Mountain Zebra National Parks, while maintenance and road upgrade works commenced in Kgalagadi Transfrontier and Mapungubwe National Parks. KNP also implemented various projects to maintain road infrastructure in the park during the period under review. In addition, preparations were advanced for the appointment of a facilities management and maintenance service provider for selected rest camps in KNP, with the procurement process scheduled to commence in the new financial year.

PROGRESS MADE TO ADDRESS MAINTENANCE BACKLOG

The 5-Year Maintenance and Recapitalisation Management Plan, approved in March 2022, established the maintenance funding requirements for the period 2022 to 2026 to address the condition and sustainability of SANParks' infrastructure asset base. Over the four-year period since the Plan was approved, SANParks has spent approximately R767 million on maintenance activities against an identified funding requirement of R1.2 billion, representing approximately 65% of the required maintenance budget.

While additional maintenance funding was allocated to KNP during the reporting period, the severe flooding experienced in January and February 2026 disrupted planned maintenance activities and necessitated the prioritisation of emergency repairs and recovery interventions. Although maintenance funding has increased progressively in recent years, expenditure levels remain below identified requirements, resulting in the continued accumulation of a maintenance backlog across portions of the infrastructure portfolio.



PERFORMANCE INFORMATION

The performance information below is presented in line with the National Treasury's Annual Report Guide for National and Provincial Departments, Part B: Performance Information, section 2.4.4. Where an Annual Performance Plan has been re-tabled during the financial year, Table 2.4.4.1 is used to report performance against the originally tabled APP up to the date of re-tabling. This ensures that performance is reported transparently against the targets that were formally in place before the revised APP took effect.

Table 2.4.4.2 is then used to report performance against the re-tabled Annual Performance Plan for the period after re-tabling. The table therefore reflects performance against the revised outcomes, outputs, indicators and targets approved through the re-tabling process, and should be read together with Table 2.4.4.1 to provide a complete view of performance for the 2025/2026 financial year.

Table 2.4.4.1: Performance report against the originally tabled 2025/2026 Annual Performance Plan, up to the retabling in quarter three of the 2025/2026 financial year.

OUTCOME 1: SUSTAINABLE AND INTEGRATED CONSERVATION OF LAND AND SEASCAPES, PROMOTING BIODIVERSITY, HABITAT PROTECTION, AND CULTURAL HERITAGE WITHIN INTERCONNECTED ECOSYSTEMS.

Key Result Area 1.1: Land Inclusion Towards Integrated Landscapes							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026 Until the Date of Re-tabling**	**Deviation From Planned Target to Actual Achievement 2025/2026**	**Reasons for Revision of the Output/ indicators and Annual Targets**
Hectares added to national parks	Number of hectares facilitated for addition to the Protected and Conservation (i.e., land under improved conservation compatible land uses) Area's network across the integrated landscape	New indicator	New indicator	Methodology and stakeholder engagement for the identification of land to be added to the Protected and Conservation Area Network across the integrated landscapes completed	**On target** 100% of planned activities as per the implementation plan were implemented.	None required	The indicator emphasises key preparatory steps for initiatives that are outside SANParks' control. It was removed from the 2025/2026 APP, and it will be included in the APP to measure actual hectares secured, with a focus on outputs rather than activities.

Key Result Area 1.3: Sustainable Populations of Species of Special Concern Monitored, Maintained, and/or Recovered Across Integrated Landscapes							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026 Until the Date of Re-tabling**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Revision of the Output/ indicators and Annual Targets**
Indicator and priority species of special concern populations managed	Percentage of indicator and priority species with stable population trends	New indicator	New indicator	Identification and feasibility assessment for indicator and priority species with stable populations across parks completed Stable population trends (thresholds) for penguins, cycads and succulent plants across parks established A total population of >2,600 rhinos managed across national parks	**On target** Analysis of larger mammal population trends across parks is completed, and indicator and priority species determined. **On target** • **Penguins:** Population monitoring was undertaken at colonies and reported. • **Cycads:** Conservation interventions and monitoring were conducted in Addo. • **Succulents:** Conservation trends were analysed and reported. **On target** Rhino aerial census conducted and completed.	None required	Only the indicator was revised to ensure compliance with the SMART principle, enhancing measurability, alignment with the intended target, and a clearer link between outputs and expected results.

Key Result Area 1.5: Improved Management of Cultural Heritage Across Integrated Landscapes							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026 Until the Date of Re-tabling**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Revision of the Output/ indicators and Annual Targets**
Improved management of cultural heritage	Number of significant cultural heritage products developed to showcase tangible and intangible cultural heritage to visitors	New indicator	New indicator	Identification and feasibility assessment to develop two significant cultural heritage products in MLLs completed	**Off target** Stakeholder consultation has taken place with the Chungwa and Shilowa communities. Request for quotation for the appointment of a service provider to develop the documentaries was advertised	None required	The indicator and target were revised to ensure compliance with the SMART principle, enhancing measurability, alignment with the intended target, and establishing a clearer link between outputs and expected results.



Bontebok National Park Landscape

OUTCOME 2: SUSTAINABLE AND INCLUSIVE ECONOMIC GROWTH BY FOSTERING A RESILIENT, BIODIVERSITY-DRIVEN ECONOMY THAT CREATES EQUITABLE OPPORTUNITIES, ENHANCES LOCAL LIVELIHOODS, AND PRESERVES NATURAL ECOSYSTEMS FOR FUTURE GENERATIONS.

Key Result Area 2.1: Biodiversity Economy Implemented Towards Transformation Across the Integrated Landscapes							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026 Until the Date of Re-tabling**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Revision of the Output/ indicators and Annual Targets**
Job opportunities created for vulnerable groups	Percentage of jobs created for youth, women, and people with disabilities through Biodiversity-Based Economy and EPWP across landscapes, including national parks	New indicator	New indicator	Baseline established of youth, women, and PwD jobs created in the proposed MLLs and in National Parks	Team members of youth, women, and people with disabilities were created.	None recorded	The target was removed from the APP and will be reinstated when measuring actual job opportunities, with a focus on outputs rather than activities, to make the APP more strategic.
Animals delivered	Number of animals delivered to communities and individual game farmers	**Target exceeded.** A total number of 638 animals were delivered during the year.	**Target exceeded.** 335 animals were delivered	750 animals delivered	**Off target** Cumulatively, 285 animals were delivered	The target was missed by 215 deliveries of animals against the Q2 target of 500 animals delivered	The target was revised downwards from 750 to 281 animal deliveries to facilitate the strategic repackaging of the Wildlife Economy Programme. This adjustment aligns with inclusive conservation objectives and places renewed focus on empowering disadvantaged individuals, engaging youth, and uplifting marginalised communities.

Key Result Area 2.2 Targeted Procurement from Designated Groups							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026 Until the Date of Re-tabling**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Revision of the Output/ indicators and Annual Targets**
Increased preferential procurement	Percentage of procurement spent on designated groups	**Target exceeded**, with 94,28% of procurement spent on designated groups	**Target exceeded.** 88.46% (R177,865,420.87 / R201,062,924.19) awarded to Businesses with B-BBEE Level 1 to 4	80% of procurement spent on designated groups	**Target exceeded** 97,33% procurement opportunities were awarded to designated groups	The target was exceeded by 17,33%	The target was revised to ensure that its method of calculation is fully aligned with the intent of the indicator and the desired outcome it seeks to capture.



Cathedral Cave At Golden Gate Highlands National Park

OUTCOME 3: REGENERATIVE TOURISM THAT HAS A NET POSITIVE IMPACT ON THE ENVIRONMENT

Key Result Area 3.1 Improved Tourism Performance							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026 Until the Date of Re-tabling**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Revision of the Output/ indicators and Annual Targets**
Tourism Grading assessments conducted	Number of Tourism Grading assessments conducted	New indicator	**Target exceeded.** 38 rest camps graded	60 establishments assessed	**Target exceeded** 38 assessments of facilities were conducted	Not required	The target was scaled up from the assessment of 60 to 75 establishments. By the end of July, 38 had been successfully assessed, with about 50 more expected in Q3 and Q4. This trajectory indicates the annual target of 60 will be significantly exceeded.

Key Result Area 3.2 Community Integration in Tourism							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026 Until the Date of Re-tabling**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Revision of the Output/ indicators and Annual Targets**
Development of community tourism products partnerships	Number of community tourism product partnerships developed	New Indicator	New Indicator	Collaboration framework approved	No milestone	Not required	The indicator was removed from the APP and will be reinstated to measure actual partnerships, with a focus on outputs rather than activities.

OUTCOME 4: SOCIAL LICENCE AND LEGITIMACY THROUGH COLLABORATIVE GOVERNANCE AND INCLUSIVE CONSERVATION

Key Result Area 4.1: Increased Access to Education and Skills Development Opportunities							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026 Until the Date of Re-tabling**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Revision of the Output/ indicators and Annual Targets**
Beneficiaries from targeted groups trained	Number of beneficiaries from targeted groups within the MLLs and national parks trained	New indicator	New indicator	Training needs assessment completed for one MLL	**Off target** The final scoping for the training needs assessment report was not produced	The final scoping of the training needs assessment report was not produced	The indicator was removed from the APP and will be reinstated to measure the actual number of beneficiaries trained, with a focus on outputs rather than activities.
		Target exceeded. 182 beneficiaries trained in various fields	**Target exceeded.** 263 beneficiaries trained	200 beneficiaries trained across national parks	**Target exceeded.** 104 beneficiaries trained in Business Management.	The Q2 training target of 100 beneficiaries was successfully exceeded, with a total of 104 beneficiaries from the targeted groups trained. This represents a 4% overachievement, underscoring the programme's strong outreach and effective delivery	The target was adjusted upwards from training of 200 to 300 beneficiaries due to additional funding received from the National Youth Development Agency (NYDA). This increase reflects expanded capacity and resources, enabling a greater number of beneficiaries to be trained.

OUTCOME 5: ORGANISATIONAL AGILITY AND INNOVATION TO MANAGE INTEGRATED LANDSCAPES AND DRIVE IMPACT

Key Result Area 5.3 Innovation and Risk Management							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026 Until the Date of Re-tabling**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Revision of the Output/ indicators and Annual Targets**
Integrated reporting framework developed and percentage implemented	Integrated reporting framework developed	New indicator	New indicator	Integrated reporting framework developed	No milestone for the period under review	None required	The indicator was removed from the APP, to ensure that the APP remains strategically focused with a strong emphasis on output-based indicators as per the DMPE framework on planning.

Key Result Area 5.4 Financially Sustainable Organisation							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026 Until the Date of Re-tabling**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Revision of the Output/ indicators and Annual Targets**
Growth in total revenue	% growth in total revenue year-on-year	21.1% increase on 2022/2023 revenue raised.	**Target exceeded** 11,4% increase on 2023/2024. Actual of R2,162,387,125.00 to R 2, 408, 824, 043 (2024/2025 actual)	5% increase in revenue YoY (2024/2025 actual +5%)	**Target exceeded** 20% increase in revenue	The target was exceeded by achieving a 15% increase in revenue against a target of 5%	The target was adjusted upwards from 5% to 7% following a 20% year-on-year growth, driven by G20 events and favourable economic conditions.

OUTCOME GOAL 6: SUSTAINABILITY AND RESILIENCE INTEGRATED ACROSS OPERATIONS AND CONSERVATION PERFORMANCE METRICS

Key Result Area 6.1 Climate Change Vulnerability Reduced, and Climate Resilience Improved							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026 Until the Date of Re-tabling**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Revision of the Output/ indicators and Annual Targets**
Climate change adaptation/ mitigation strategy implemented	Climate Change Adaptation Implementation Strategy approved	**On target** The Climate Change Preparedness Strategy was approved in the 2023/2024	**On target** Final climate change vulnerability assessment and adaptation objectives included in park management plans for Marakele and West Coast National Parks	Climate Change Adaptation Implementation Strategy approved.	**On target** Draft Implementation strategy has been further refined with a multi-department internal climate reference group and signed off by the responsible managing executive	The Draft Climate Change Implementation plan was the plan and not the strategy	The indicator and targets have been amended to correct an error identified during the development of the 2025/2026 APP. Since the Climate Change Preparedness Strategy was approved in the 2023/2024 financial year. The programme has now progressed into its implementation phase. These amendments ensure alignment with the current operational context and performance, thereby enhancing the relevance and accuracy of the APP.
Sustainable water conservation and management	Determination of baseline for the reduction of water usage per capita per day	New indicator	New indicator	Baseline of water usage per capita per day determined	**Off target** The service provider for the provision of water meters was not appointed	None required	The target was revised to remove the "per capita per day" metric, on both the indicator and target, as it was deemed unrealistic for accurately measuring reductions in water usage

Table 2.4.4.2: Performance report against the re-tabled 2025/2026 Annual Performance Plan.

OUTCOME 1: SUSTAINABLE AND INTEGRATED CONSERVATION OF LAND AND SEASCAPE, PROMOTING BIODIVERSITY, HABITAT PROTECTION, AND CULTURAL HERITAGE WITHIN INTERCONNECTED ECOSYSTEMS.

Key Result Area 1.1: Land Inclusion Towards Integrated Landscapes							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Deviations**
Hectares added to national parks	Number of hectares secured for inclusion in National Parks	**Off target** with 2,474 ha added to national parks	**Target exceeded:** Agreements for 28,372.1590 ha concluded	12,000 ha secured for inclusion in national parks	**Target exceeded** Agreements for 19,343.4437 ha were secured for inclusion in the national park system	The target was exceeded by 7,343.4437 additional ha	The target was exceeded due to the conclusion of one agreement covering 18,692.8408 ha

Key Result Area 1.2: Effective and Efficient Management of Integrated Landscapes							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Deviations**
METT assessments	Percentage of parks and Marine Protected Areas assessed with- a METT score of 67%	20 national parks and six MPAs assessed; 95% of national parks and 66% of Marine Protected Areas achieved METT score 67%	No target for the period under review	20 National Parks and six MPAs assessed; 95% of national parks and 66% of MPAs achieved METT score 67%	**Target exceeded** 100% (20/20) of national parks and 83% (5/6) of MPAs achieved a METT score of 67%.	The target was exceeded, with National Parks achieving 5% and Marine Protected Areas achieving 17% above the planned target of a METT score ≥ 67%.	The target was exceeded as Table Mountain National Park's METT score improved from 66% to 71%, while Karoo National Park recorded a significant increase from 67% in 2023/24 to 79%, resulting in overall performance above the set target.

Key Result Area 1.3: Sustainable Populations of Species of Special Concern Monitored, Maintained, and/or Recovered Across Integrated Landscapes							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Deviations**
Indicator and priority species of special concern populations managed	Identification and feasibility assessment for indicator and priority species with stable populations across parks completed	New indicator	New indicator	Identification and feasibility assessment for indicator and priority species with stable populations across parks completed	**On target** Feasibility assessment report for the identification, selection and assessment of indicator and priority species across national parks completed. Thirteen indicator species were selected based on their occurrence in five or more parks.	None recorded	None required
	Population trends for penguins, cycads, and succulent plants across parks established	New indicator	New indicator	Stable population trends (threshold) for penguins, cycads, and succulent plants across parks established	**On target** **Penguins** Population thresholds for African penguins were established **On target** **Cycads** Population thresholds for cycad plant species across parks were established **On target** **Succulents** Population thresholds for succulent plant species across parks were established	None recorded	None required

Key Result Area 1.3: Sustainable Populations of Species of Special Concern Monitored, Maintained, and/or Recovered Across Integrated Landscapes							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Deviations**
Indicator and priority species of special concern populations managed	Number of rhinos managed across national parks	**Off target**, as the rhino population in KNP decreased by 1.9% per annum. The black rhino population increased by 1.93% (four animals) and white rhinos increased by 37 animals (2.02%) based on a comparison of births to natural mortalities and poaching	**On target** SANParks maintained rhino population above 2,600 with the 2024/2025 census confirming 3,421 animals across the national parks	A total population of >2600 rhinos managed across national parks	**On target** A rhino population of 2,956 was maintained across the national parks, above the target of 2,600 rhinos.	None recorded	None recorded



Camdeboo National Park Sunset

Key Result Area 1.4: Degraded Ecosystems Rehabilitated Across Landscapes							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Deviations**
Hectares of land and Number of Wetlands rehabilitated	Number of hectares receiving clearing of invasive plant species	**Target exceeded** with 43,960 initial ha rehabilitated	**Target exceeded** 36,422 initial ha (453%)	100,261 ha cleared of invasive plant species	**Target exceeded.** 122,230 ha of invasive plant species were cleared	Target exceeded by clearing an additional 21,969 ha	The revision of the Pom-Pom weed-clearing strategy and the remapping of the area in the Marakele National Park resulted in approximately 8,000 additional ha being cleared.
	Number of wetlands under rehabilitation	**Target exceeded,** with 9,536 m^3 of degraded wetlands rehabilitated	**Target exceeded** with 28 wetlands under rehabilitation	24 wetlands under rehabilitation	**On target** A total of 24 wetlands were under rehabilitation	None recorded	None recorded

Key Result Area 1.5: Living Cultural Heritage Across Integrated Landscapes							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Deviations**
Improved management of cultural heritage	Feasibility assessment for significant cultural heritage products in MLLs completed	New indicator	New indicator	Identification and feasibility assessment to develop two significant cultural heritage products in MLLs completed	**On target** Identification and feasibility assessments for the development of two significant Cultural Heritage Products were completed. These sites include: • Filming for the Shilowa Documentary • Research and script development for the Chief Chungwa Documentary.	None recorded	None recorded

OUTCOME 2: SUSTAINABLE AND INCLUSIVE ECONOMIC GROWTH BY FOSTERING A RESILIENT, BIODIVERSITY-DRIVEN ECONOMY THAT CREATES EQUITABLE OPPORTUNITIES, ENHANCES LOCAL LIVELIHOODS, AND PRESERVES NATURAL ECOSYSTEMS FOR FUTURE GENERATIONS.

Key Result Area 2.1 Biodiversity Economy Implemented Towards Transformation Across the Integrated Landscapes							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Deviations**
Job/ work opportunities created	Number of work opportunities and Full Time Equivalent (FTE) employment created through Biodiversity Based Economy and EPWP across landscapes, including national parks	New indicator	New indicator	Baseline of FTE's created in EPWP across landscapes	Baseline for FTE's created in EPWP across landscapes established	None recorded	None recorded
		Target slightly exceeded. 5,150 FTEs were created Through EPWP	EPWP FTEs: 4,620 (100%)	EPWP FTEs in NP: FTE: 3,049	**Target exceeded** 3,095 FTE were created	The target was exceeded by an additional 46 opportunities	The planned target for FTEs was exceeded, as additional people were employed in the Working for the Coast programme to address the late start, resulting in the target being surpassed.



Camdeboo National Park Game Drive

Key Result Area 2.1 Biodiversity Economy Implemented Towards Transformation Across the Integrated Landscapes							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Deviations**
Job opportunities created for vulnerable groups	Percentage of jobs created for youth, women, and people with disabilities through Biodiversity Based Economy and EPWP across landscapes, including national parks	**Target exceeded,** with 7,098 (58% of total jobs) youth jobs created through the EPWP programme	**Target exceeded.** 61% (6,410/10,516) of total EPWP jobs	In NP: Youth 55% of total EPWP jobs created.	**Target exceeded** 63% (4,776/7,595) of EPWP jobs were created for youth, exceeding the target by eight percentage points	The target was exceeded with an additional 8% of EPWP jobs created for youth	The target was exceeded, driven by strong performance in employment programmes such as Tourism Monitors (99%) and Tourism Ambassadors (95%)
		Target exceeded, with 6 483 (53% of total jobs) jobs for women created through the EPWP programme	**Off target** 58% (6,146/ 10,516) of EPWP jobs created	In NP: Women: 60% of total EPWP jobs created.	**On target** 60% (4,567/7,595) of EPWP Jobs were created for women, meeting the set target	None recorded	None recorded
		Target exceeded, with 198 (2% of total jobs) jobs for people with disabilities created through the EPWP programme	**Target exceeded:** EPWP: 4% (464/ 10,516): of EPWP jobs created	In NP: People with disabilities: 2% of total EPWP jobs created	**Target exceeded** 7% (511/7,595) of EPWP jobs were created for PwDs, exceeding the target by 5%	The target was exceeded by 5%	People with disabilities: The target was exceeded as projects ensured the employment of people with disabilities by SMMEs.

Key Result Area 2.1 Biodiversity Economy Implemented Towards Transformation Across the Integrated Landscapes							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Deviations**
Biodiversity-based economy linked enterprises created and supported	Number of enterprises supported for biodiversity-based economic opportunities	New indicator	New indicator	30 biodiversity-based economy enterprises supported	**Target exceeded** 72 biodiversity economy enterprises supported	The target was exceeded by supporting an additional 42 enterprises	The target was exceeded due to additional budget received, which enabled expanded support for SMMEs
Animals delivered	Numbers of animals delivered to communities and individual game farmers	**Target exceeded.** A total number of 638 animals were delivered during the year	**Target exceeded.** 335 animals were delivered	281 animals delivered. (after Mid-term Review)	**Target exceeded** 285 animals were delivered	The target was exceeded by the delivery of an additional four animals	The target was exceeded through the mass capture of animals, as the exact number cannot be predetermined.

Key Result Area 2.2 Targeted Procurement from Designated Groups							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Deviations**
Increased preferential procurement	Percentage of procurement awarded to designated groups	**Target exceeded**, with 94.28% of procurement spent on designated groups.	**Target exceeded.** 88.46% (R177,865,420.87 / R201,062,924.19) awarded to Businesses with B-BBEE Level 1 to 4.	80% of procurement awarded to designated groups (after mid-term review)	**Target exceeded** 94.65% procurement opportunities were awarded to designated groups	The target was exceeded by 14,65% of procurement opportunities awarded to designated groups	The target was exceeded through the prioritisation of designated groups in the procurement process.

OUTCOME 3: REGENERATIVE TOURISM THAT HAS A NET POSITIVE IMPACT ON THE ENVIRONMENT

Key Result Area 3.1 Improved Tourism Performance							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Deviations**
Visitors to national parks	Percentage increase in the number of visitors to national parks year-on-year	**Target exceeded**, with a 22.3% increase on the previous year	**Off target** An increase of 2.7% was achieved relative to the previous year's visitors to national parks. A total of 6,233,184 visitors to national parks	4% increase on the previous year	**Target exceeded** Visitor numbers increased by 9.6% from the previous year, exceeding the 4% target by 5.6%. This represents a total of 6,831,333 visitors compared to 6,233,184 visitors in the previous year	The target was exceeded by 5.6% of visitors to the parks	• The target was exceeded due to the restoration of some infrastructure and improving access to key routes affected by the January 2026 KNP Floods. • G20 Summit in July 2025 • The opening of the Dinosaur Centre in Golden Gate Highlands National Park, and the SANParks week, coupled with the school holidays.
Overnight visitors to parks	Percentage-point increase in accommodation occupancy	**Target exceeded,** with a 1.9% increase relative to the previous year.	**Target exceeded.** 1.3%-points improvement on the previous year's 64.9%	0,5% increase on the previous year	**Target exceeded** Accommodation occupancy increased from 66.8% to 68.2%, representing a 2.1% increase from the previous year and exceeding the target of 0.5% by 1.6%	The target was exceeded by 1.6%.	• Kruger National Park and Kgalagadi's ongoing refurbishment and upgrading of accommodation units, including improved internet connectivity, have increased appeal for longer stays. • Favourable weather conditions attracted more visitors to Mountain Zebra, Karoo, Namaqua, and Addo National Parks, contributing to strong occupancy performance.

Key Result Area 3.1 Improved Tourism Performance							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Deviations**
Tourism grading assessments conducted	Number of tourism grading assessments conducted	New indicator	**Target exceeded.** 38 rest camps graded	75 establishments assessed (after mid-term review)	**Target exceeded** 126 establishments were assessed, exceeding the target by 51 assessments	The Q4 target was exceeded by 51 establishments assessed	The target was exceeded due to the availability of assessors and the budget for the assessments of additional establishments.
Visitors satisfied with their tourism experience	Achievement of industry Customer Satisfaction Index (CSI) rating	**Target exceeded.** 1.5%. improvement on the previous year	**Target exceeded.** 1.02%-points improvement on the previous year's closing CSI of 79.89%.	78% CSI rating	**Target exceeded** A CSI rating of 80.14% was achieved, reflecting an increase of 0.25% compared to the previous year's closing CSI rating of 79.89%.	The 78% CSI target was exceeded by 2.14%	Performance exceeds the target due to proactive service quality management, timely interventions, and consistent monitoring of guest feedback



Mapungubwe National Park Campsite

KEY RESULT AREA 3.2 COMMUNITY INTEGRATION IN TOURISM WAS REMOVED FROM THE APP DURING THE MIDTERM REVIEW

Key Result Area 3.3 Regenerative Environmental and Cultural Practices							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Deviations**
New, diverse, and sustainable tourism products	Number of new, diverse, and sustainable tourism products approved	**On target.** Five new and diverse tourism products implemented in the year	**Off-target.** Two tourism products were implemented	Eight new, diverse, and sustainable tourism products approved	**Target exceeded.** Nine diverse and sustainable tourism products were approved: • Restaurant and Retail Facility in Karoo National Park • Restaurant Operator in Pretoriuskop Camp in the KNP • Restaurant Operator in Addo Elephant National Park • Restaurant Operator for Bergendal Camp in the KNP • Retail Facility Operator in Tsitsikamma NP • Restaurant Operator in Tsitsikamma NP • Restaurant Operator in Skukuza Camp • Retail Facility Operator in Addo National Park • Restaurant Operator in the Lower Sabie Camp in KNP	The target was exceeded through the approval of one additional project	Approvals for diverse and sustainable tourism projects were obtained earlier than anticipated, resulting in the target being exceeded.

OUTCOME 4: SOCIAL LICENCE AND LEGITIMACY THROUGH COLLABORATIVE GOVERNANCE AND INCLUSIVE CONSERVATION

Key Result Area 4.1 Increased Access to Education and Skills Development Opportunities							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Deviations**
Beneficiaries from targeted groups trained	Number of beneficiaries from targeted groups within the MLLs and national parks trained	**Target exceeded.** 182 beneficiaries trained in various fields	**Target exceeded.** 263 beneficiaries trained	300 Beneficiaries trained across national parks (after mid-term review)	**Target exceeded.** 329 beneficiaries from targeted groups were trained on Business Management and Governance	The target was exceeded by the training of an additional 29 beneficiaries	The target was exceeded through external funding received from the National Youth Development Agency for the training of beneficiaries
	Number of schools accessing the National Parks for educational purposes	**Target exceeded.** 851 schools accessed national parks for educational purposes	**Target exceeded.** 796 school groups accessed the national parks for educational purposes	900 schools accessed parks for educational purposes	**Target exceeded.** Cumulatively, 1,166 schools accessed parks for educational purposes	The target was exceeded by an additional 266 schools	The target was exceeded due to heightened awareness campaigns for the Kids in Parks programme
	Number of successful beneficiaries of the SANParks community recommended for bursary scheme	New indicator	New indicator	25 beneficiaries of the SANParks community recommended for the bursary scheme	**Target exceeded.** A total of 49 bursaries were awarded to beneficiaries from communities	The target was exceeded by an additional 24 bursaries	The target was exceeded through the utilisation of budget savings realised from the Work Integrated Learning programme

Key Result Area 4.2 Sustained Corporate Social Investment Towards Community Development							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Deviations**
Corporate Social Investment projects implemented	Number of Corporate Social Investment projects implemented	**On target.** Six Social legacy projects implemented: • Houtbay school resource centre • Sekgweng Combined School feeding scheme • Donation of golf shirts to St. Maria Goretti Roman Catholic Primary School • Anglers support programme in six marine protected areas • Community swimming pool in Addo • SANParks community bursaries	**Target exceeded.** Eight legacy projects implemented • Richtersveld National Park Communities School Uniform Project • Agulhas Community Bus • Wilderness Small Scales Fisheries Programme Knysna • Community Water Provision Project Tsitsikamma • Youth Centre with Gymnasium for Storms River Community Augrabies • Water Provision Hippo Rollers Project • Augrabies Community Disaster Management Water Provision Project • TMNP Small Scales Fisheries Programme.	Eight Corporate Social Investment projects Implemented	**Target exceeded.** 15 CSI Projects were Implemented. • Richtersveld National Park – Four (4) Community Greening for Food Security Projects • Karoo National Park Community Greening for Food Security Project • TMNP Marine Economy – Small Scale Fishers Support Pre-Incorporation Cooperative and Governance Training Empowerment Programme • West Coast National Park Marine Economy Training programme • West Coast National Park Greening and Water Security project	The target was exceeded by an additional seven CSI Projects	The implementation of CSI projects was decentralised from the head office and rolled out across the parks. This decentralised approach contributed directly to exceeding the target.

Key Result Area 4.2 Sustained Corporate Social Investment Towards Community Development							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Deviations**
					• Namaqua National Park – Four (4) Greening for Food Security Community Vegetable Gardens Projects • Kruger National Park Greening for Food Security Community Vegetable Garden Project • Namaqua National Park Hondeklip Bay Small Scales Fishers Support Programme • West Coast Marine Economy Training Empowerment Programmes		



Augrabies National Park Landscape

Key Result Area 4.3 Land Reform and Co-Management							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Deviations**
Co-management agreements in place	Number of restitution and co-management agreements concluded/ reviewed, and implemented	New indicator	New indicator	Three co-management agreements reviewed and implemented	**Off target.** One of three co-management agreements was finalised, and implementation activities commenced, namely: the comanagement agreement with the Dithabeng Communal Property Association (CPA) was finalised and signed	The target was not achieved. The co-management agreements for Richtersveld and COLCRA were not finalised	The comanagement agreement for COLCRA was not finalised and signed due to delays in the finalisation of the settlement agreement. The finalisation of this process involves external stakeholders. The comanagement agreement for Richtersveld was not finalised due to additional requests from the Richtersveld community, with the process of finalising these requirements still underway.



Camdeboo National Park Landscape

OUTCOME 5: ORGANISATIONAL AGILITY AND INNOVATION TO MANAGE INTEGRATED LANDSCAPES AND DRIVE IMPACT

Key Result Area 5.1 Financially Sustainable Organisation							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Deviations**
Financial Sustainability Model and Strategy approved, implemented, and monitored	Financial Sustainability Model and Strategy approved	New indicator	Draft Financial Sustainability Model and strategy finalised	Financial Sustainability Model and Strategy approved	**On Target.** Financial Sustainability Model and Strategy approved	None recorded	None recorded
Growth in total revenue	% growth in total revenue year-on-year	**On target.** 21,1% increase on 2022/2023 revenue raised	**Target exceeded.** 11.4% increase on 2023/2024 revenue raised Actual of R2,162,387,125.00 to R 2, 408, 824, 043 (2024/2025 actual)	7% increase in revenue (2024/2025 actual)	**Target exceeded.** Revenue increased by 17.3% to R2.839 billion, exceeding the 7% target by 10.3 %, compared to the R2.420 billion generated in Q4 of the previous year.	The target was exceeded by 5,2%	The target was exceeded due to favourable economic indicators, including a firmer currency (ZAR vs. Dollar) reaching its lowest level since 2022, and a lower repo rate. As reporting is cumulative, earlier events such as the G20 Summit. Internet connectivity in Golden Gate National Park and the ongoing refurbishment of the accommodation facilities in Kgalagadi and KNP contributed to the target being exceeded.
	Total income through resource mobilisation	**Target exceeded.** R167 million raised through resource mobilisation	**Off target.** R 101 million raised through resource mobilisation.	R 180 million	**Off target.** R122 million was mobilised	The target was missed by R58 million	The target was not achieved due to limited capacity to drive resource mobilisation initiatives, with the required capacity only secured in Q3, delaying full implementation and affecting annual performance.

Key Result Area 5.2 Adaptive Governance and Digital Transformation							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Deviations**
Unqualified Audit Opinion	Unqualified audit opinion	**On target.** Unqualified audit opinion received for 2022/2023	**On target.** Unqualified Audit opinion Report received for 2023/2024 financial year	2024/2025 unqualified audit opinion	2024/2025 unqualified audit opinion	None recorded	None recorded
Cyber Security Maturity Level	Cyber Security Maturity Level	New indicator	New indicator	Level 4 maturity maintained	**On target.** Cyber security maintained at level 4	None recorded	None recorded

KEY RESULTS AREA 5.3 WAS REMOVED FROM THE 2025/2026 ANNUAL PERFORMANCE PLAN DURING THE MIDTERM REVIEW PROCESS.

Key Result Area 5.4 People-Centred Organisation							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Deviations**
Women in management positions	Percentage of women in management positions	**Target exceeded** 43.6% of women in management positions	**Target exceeded.** 43,9% (173/394) women in management positions.	42,5% Women in management positions	**Target exceeded.** 44% of women in management positions	The target was exceeded by 1,5%	The target was exceeded through the following initiatives: • Gender and diversity awareness sessions conducted across the organisation. • Efforts by line management and recruitment managers to prioritise the recruitment of females at the management level.

Key Result Area 5.4 People-Centred Organisation							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Deviations**
People with disabilities	Percentage of people with disabilities	**Off target.** 1.0% of total SANParks employees being people with disabilities	**On target.** PwD 1,3 % (72/5228)	1,4% PwD	**On target.** 1,4 (78/5,514) % PwD	None recorded	None recorded
Payroll spent on skills development	Percentage of payroll spent on Skills development programmes	**Target slightly Exceeded.** 1.04% (R12 784 856.40) of payroll spent on skills development	**Target exceeded.** 100,01 % of 1,5% (R20,255,118.74/R 19 992,132, 87)	2% of payroll spent on skills development	**Target exceeded.** 2,1% (R30 million) was spent on skills development, exceeding the target of 2% by 0,1%	The target was exceeded by 0,1%	The target was exceeded due to the early rollout of compliance training, prioritisation of statutory programmes, and the availability of budget for skills development, which ensured high participation and supported implementation.
Employees participating in skill development programmes	Percentage of employees participating in skills development programmes	New indicator	New indicator	75% of employees participating in skills development programmes	**On target.** 75% of employees participated in skills development programmes that included conferences, seminars, and affiliation with professional bodies	None recorded	None recorded

OUTCOME 6: SUSTAINABILITY AND RESILIENCE INTEGRATED ACROSS OPERATIONS AND CONSERVATION PERFORMANCE METRICS

Key Result Area 6.1 Climate Change Vulnerability Reduced, and Climate Resilience Improved							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Deviations**
Climate Change Adaptation/ Mitigation Implementation Plan approved	Climate Change Adaptation Implementation Plan approved	**On target.** The Climate Change Preparedness Strategy was approved in the 2023/2024	**On target.** Final climate change vulnerability assessment and adaptation objectives included in park management plans for Marakele and West Coast National Parks	Climate Change Adaptation Implementation Plan approved (after mid-term review)	**On target** The Climate Change Adaptation Implementation Plan was approved	None recorded	None recorded
Sustainable water consumption and management	Determination of baseline for the reduction of water usage per day	New indicator	New indicator	Baseline of water usage per day determined in the parks (after mid-term review)	**Off target.** The baseline for water consumption was not determined due to delays in the procurement process. The baseline will be determined in Q2 of the 2026/2027 financial year	The target was not achieved	The target was not achieved due to delays in the procurement process, which in turn affected the overall baseline determination
Water conservation and management initiatives introduced	Number of water conservation and management initiatives introduced	New indicator	New indicator	Status Quo water management established and 1 water saving initiative piloted	**On target.** The status quo of water management was established, and a pilot water-saving initiative using low-flow showerheads was implemented across various facilities in the parks	None recorded	None recorded

Key Result Area 6.1 Climate Change Vulnerability Reduced, and Climate Resilience Improved							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Deviations**
Improved waste minimisation and management	Number of responsible waste management and circular economy initiatives introduced	New indicator	New indicator	One initiative for improved waste minimisation and management implemented	**Target exceeded** Two initiatives for waste minimisation and management were implemented. Waste pickers were trained to increase waste recovery rates.	The target was exceeded through the implementation of an additional waste minimisation initiative	The target was exceeded due to the training of waste pickers, delivered in partnership with MPACT Limited.
Sustainable energy conservation and management	Determination of baseline for energy consumed in SANParks per annum	New indicator	New indicator	Baseline of energy consumption established	**On target.** Baselines for electricity consumption were established per region across the parks. **Actual Baseline established: 38,815,505 kWh**	None recorded	None recorded



Camdeboo Landscape Sunset In Front Of Our Accomodation

Key Result Area 6.1 Climate Change Vulnerability Reduced, and Climate Resilience Improved							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Deviations**
Transition to renewable energy	Number of initiatives on renewable energy implemented	New indicator	New indicator	Three renewable/ alternative energy initiatives implemented in parks	**Off target.** Three renewable/ alternative energy initiatives were not fully implemented	Three renewable/ alternative energy initiatives were not fully implemented	Whilst progress was made on the construction of the Addo Solar Plant, the target was not met due to delays encountered in contracting between Q2 and Q3, which affected the annual target. The construction of Vlakteplaas and Nwanetsi ranger stations' renewable energy initiatives has not yet begun, and the 10% Q4 target will be realised in Q2 of the 2026/2027 financial year.



Agulhas National Park Landscape

Key Result Area 6.1 Climate Change Vulnerability Reduced, and Climate Resilience Improved							
Output	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement 2025/2026**	**Reasons for Deviations**
Climate-smart infrastructure	Creation of climate-smart, eco-friendly facilities (e.g., eco-lodges, market hubs for biodiversity products)	New target	New target	Two new or renovated facilities established	**On target** Two new or renovated facilities were established, contributing to climatesmart, ecofriendly infrastructure. This includes the following: • Metsi Metsi Wilderness Trails Camp, which was designed and assessed against the Excellence in Design for Greater Efficiencies (EDGE) Green certification scheme and has been preliminarily approved. • Climate-responsive design principles were included in the reconstruction of bridges that were destroyed during the Kruger floods of January 2026	None recorded	None recorded



Agulhas National Park



C

Part C
GOVERNANCE



The SANParks Board is appointed by the Minister of Forestry, Fisheries and the Environment for a three-year term. The main responsibilities of the Board are to provide strategic governance and oversight over the affairs of SANParks while ensuring that SANParks effectively fulfils its mandate as prescribed in the National Environmental Management: Protected Areas Act (NEMPAA) and Part 2 of the Public Finance Management Act (PFMA).

The previous Board's term ended in September 2025, and the new SANParks Board was appointed by the Minister of the DFFE, effective from 01 October 2025. Following the appointment of the new Board, the Board undertook a strategic reconfiguration of its committee structure to enhance governance, oversight and operational effectiveness. As part of this reconfiguration process, two new committees were formed, namely the Finance Committee and the Social and Ethics Committee. The Conservation and Socio-Economic Transformation Committee was split, resulting in a stand-alone Conservation Committee. The Human Capital Management Committee was expanded to incorporate remuneration responsibilities, resulting in the Committee being renamed Human Capital Management and Remuneration Committee. The Tourism Committee, Audit and Risk Committee and Land Claims Committee continued to exist in their current form.

The newly formed Finance Committee was later put in abeyance, with the oversight of finance-related matters reverting to and continuing under the mandate of the Audit and Risk Committee.

Table 23: Parliamentary Engagements

Date	Agenda	Written Response Submission
25 March 2025	Briefing by the South African National Parks on their First and Second Quarter Reports for the 2024/2025 financial year.	08 April 2025
23 April 2025	Briefing by the South African National Parks on their Strategic and Annual Performance Plans for the 2025/2026 financial year.	08 May 2025
01 July 2025	Briefing by the South African National Parks on their Third and Fourth Quarter Reports for the 2024/2025 financial year.	21 July 2025
09 September 2025	Briefing by SANParks on challenges faced by TMNP and West Coast National Park.	12 September 2025
		19 September 2025
		30 September 2025
08 October 2025	Briefing by SANParks on their Annual Report 2024/2025	17 October 2025
03 February 2026	Briefing by the South African National Parks on their First and Second Quarter Reports for the 2025/2026 financial year.	20 February 2026

PORTFOLIO COMMITTEE

In fulfilling its oversight and reporting obligations, SANParks reported to the Portfolio Committee on Environment, Forestry and Fisheries through the Minister of Forestry, Fisheries and the Environment. During the reporting period, SANParks presented briefings to the Portfolio Committee on the matters listed in the table below.

EXECUTIVE AUTHORITY

The Board is appointed by and is accountable to the Minister of the DFFE in the performance of its duties. Annual strategic plans and budgets were submitted to the Minister for approval as required by the PFMA.

THE ACCOUNTING AUTHORITY/BOARD

All Board members, except the CEO, CFO and the shareholder representative (DFFE), are non-executive members.

The Board provides strategic oversight and ensures that SANParks operates in a transparent, fair, and responsible manner for the benefit of all its stakeholders.

The role and responsibilities of the Board are to:

- Provide effective leadership on an ethical foundation to SANParks and its stakeholders.
- Contribute to and approve SANParks' strategic plan and APP for submission to the minister.
- Monitor and oversee organisational performance.
- Monitor progress on implementation of SANParks' long-term vision
- Ensure that the organisational strategy is in line with government priorities and responds to its context, resulting in sustainable outcomes.
- Uphold the Batho-Pele principles of government and support the vision of a developmental state to improve access to and delivery of services.
- Ensure compliance with all applicable black economic empowerment legislative frameworks and requirements.
- Strengthen stakeholder relations as per SANParks' stakeholder management strategy and monitor the relationship between SANParks and its stakeholders.
- Ensure that SANParks is, and is seen as being, responsible by having regard for not only the financial and regulatory aspects of SANParks, but also the impact that its operations have on the environment and the society within which it operates.
- Ensure that ethics are effectively managed within SANParks.
- Ensure that SANParks has appropriate risk management, internal controls and complies with applicable laws and considered to non-binding rules and standards.
- Act in the best interests of SANParks by ensuring that individual Board members adhere to requisite standards of conduct.

The following Board committees assist the Board in discharging its responsibilities:

Audit and Risk Committee oversees the safeguarding of assets, operation of adequate systems, internal controls and control processes, and the preparation of accurate financial reports and statements in compliance with all applicable legal requirements, good governance, and accounting standards. This committee also assists the Board in respect of SANParks' risk management, IT governance and compliance.

Human Capital Management and Remuneration Committee assists the Board in matters relating to human resources, remuneration and transformation.

The Social and Ethics Committee assists the Board to fulfil its corporate governance responsibilities and to ensure the organisation's commitment to zero harm from the impact of its business on the well-being of the organisation, its employees, shareholders, clients, business partners and society in general, and ensures that its practices are ethical. The Committee also ensures that the organisation acts ethically and above reproach with regard to social, ethical, governance and environmental best practice.

Conservation Committee assists the Board in ensuring that conservation objectives are achieved and aligned with SANParks' mandate. This includes providing strategic direction on biodiversity conservation, wildlife, environmental sustainability, cultural heritage and scientific research initiatives.

Tourism Committee assists the Board in overseeing the tourism development and marketing activities to ensure that they support the institution's mandate, financial sustainability, and visitor experience objectives. This includes guiding the development of tourism strategies, monitoring service delivery standards, overseeing revenue-generating initiatives, and ensuring that tourism operations are aligned with conservation, education, and environmental sustainability goals.

Land Claims Committee assists the Board in overseeing land claims-related matters affecting SANParks.

BOARD CHARTER

The Board Charter is approved annually. The latest Board Charter was approved on 23 March 2026.

PRIOR BOARD – BOARD MEMBERS MEETING ATTENDANCE WITHIN THE FINANCIAL YEAR 2025/2026.

The term of the prior Board ended on 30 September 2025.

Board Members Meeting Attendance for the period 01 April 2025 to 30 September 2025

Table 24: Board Meetings

Member	Meetings Attended	Appointment Date	Termination Date
Ms Pamela Yako (Chairperson)	7/7	01 October 2021	30 September 2025
Ms Nandi Mayathula-Khoza	7/7	01 October 2021	30 September 2025
Ms Zukisa Ramasia	7/7	01 October 2021	30 September 2025
Ms Yolan Friedmann	6/7	01 October 2021	30 September 2025
Ms Hulisani Mushiane	6/7	01 October 2021	Reappointed
Chief Livhuwani Matsila	7/7	01 October 2021	Reappointed
Mr Brian Ngobeni	7/7	01 October 2021	30 September 2025
Mr Edgar Neluvhalani	6/7	01 October 2021	30 September 2025
Mr Lourence Mogakane	6/7	Reappointed on 01 October 2021	30 September 2025
Mr Jeoffrey Mashele	7/7	Reappointed on 01 October 2021	30 September 2025
Ms Bulelwa Koyana	7/7	Reappointed on 01 October 2021	30 September 2025
Ms Flora Mokgohloa*	6/7	01 January 2022	Reappointed

*DFFE Representative

Table 25: Audit and Risk Committee

Member	Meetings Attended	Appointment Date	Termination Date
Mr Jeoffrey Mashele (Chairperson)	5/5	20 October 2021	30 September 2025
Ms Bulelwa Koyana	5/5	20 October 2021	30 September 2025
Mr Lourence Mogakane	5/5	20 October 2021	30 September 2025
Mr Brian Ngobeni	5/5	20 October 2021	30 September 2025
Mr Edgar Neluvhalani	5/5	20 October 2021	30 September 2025
Ms Andiswa Jaas*	2/5	01 January 2022	30 September 2025
Mr Makhubalo Ndaba	5/5	23 November 2022	30 September 2025

*DFFE Representative

Table 26: Conservation and Socio-Economic Transformation Committee

Member	Meetings Attended	Appointment Date	Termination Date
Ms Yolan Friedmann (Chairperson)	4/4	20 October 2021	30 September 2025
Ms Nandi Mayathula Khoza	4/4	20 October 2021	30 September 2025
Ms Zukisa Ramasia	4/4	20 October 2021	30 September 2025
Ms Hulisani Mushiane	4/4	20 October 2021	30 September 2025
Chief Livhuwani Matsila	4/4	20 October 2021	30 September 2025
Mr Lourence Mogakane	4/4	20 October 2021	30 September 2025
Mr Brian Ngobeni	4/4	20 October 2021	30 September 2025
Ms Flora Mokgohloa*	3/4	01 January 2022	30 September 2025

* DFFE Representative

Table 27: Tourism Committee

Members	Meetings Attended	Appointment Date	Termination Date
Ms Zukisa Ramasia (Chairperson)	3/3	20 October 2021	30 September 2025
Ms Yolan Friedmann	3/3	20 October 2021	30 September 2025
Ms Bulelwa Koyana	3/3	20 October 2021	30 September 2025
Ms Hulisani Mushiane	3/3	20 October 2021	30 September 2025
Mr Jeoffrey Mashele	3/3	20 October 2021	30 September 2025
Mr Edgar Neluvhalani	3/3	20 October 2021	30 September 2025

Table 28: Human Capital Management Committee

Member	Meetings Attended	Appointment Date	Termination Date
Ms Nandi Mayathula-Khoza (Chairperson)	5/5	20 October 2021	30 September 2025
Ms Zukisa Ramasia	5/5	20 October 2021	30 September 2025
Ms Bulelwa Koyana	5/5	20 October 2021	30 September 2025
Chief Livhuwani Matsila	5/5	20 October 2021	30 September 2025
Mr Edgar Neluvhalani	5/5	20 October 2021	30 September 2025
Ms Flora Mokgohloa*	4/5	01 January 2022	30 September 2025
Mr Makhubalo Ndaba	5/5	23 November 2022	30 September 2025

*DFFE Representative

Table 29: Land Claims Committee

Members	Meetings Attended	Appointment Date	Termination Date
Chief Livhuwani Matsila (Chairperson)	3/3	27 January 2022	30 September 2025
Mr Lourence Mogakane	3/3	27 January 2022	30 September 2025
Mr Brian Ngobeni	3/3	27 January 2022	30 September 2025
Ms Hulisani Mushiane	3/3	27 January 2022	30 September 2025
Ms Yolan Friedmann	3/3	27 January 2022	30 September 2025

NEW BOARD: BOARD MEMBERS' MEETING ATTENDANCE WITHIN THE FINANCIAL YEAR 2025/2026.

The term of the prior Board ended on 30 September 2025. The new Board was appointed effective from 01 October 2025, and 2 (two) members were reappointed.

Board Members Meeting Attendance for the period 01 October 2025 to 31 March 2026

Table 30: Board Meetings

Member	Meetings Attended	Appointment Date
Ms B Ferguson (Interim Chairperson)	8/8	01 October 2025
Dr Sibongile Masuku	8/8	01 October 2025
Ms Rachel Nxele	8/8	01 October 2025
Mr Mokgema Mongane	8/8	01 October 2025
Ms Catherine Warburton	7/8	01 October 2025
Mr Tom Bouwer	8/8	01 October 2025
Mr Raymond Maboe	8/8	01 October 2025
Mr Ashley Latchu	8/8	01 October 2025
Ms Goitsemang Mathebula	8/8	01 October 2025
Ms Hulisani Mushiane	8/8	Reappointed on 01 October 2025
Chief Livhuwani Matsila	8/8	Reappointed on 01 October 2025
Ms Flora Mokgohloa*	6/8	Reappointed on 01 October 2025

*DFFE Representative

Table 31: Audit and Risk Committee

Member	Meetings Attended	Appointment Date
Mr Raymond Maboe (Chairperson)	5/5	10 October 2025
Mr Ashley Latchu	5/5	10 October 2025
Mr Mokgema Mongane	5/5	10 October 2025
Mr Tom Bouwer	4/5	10 October 2025
Ms Catherine Warburton	4/5	10 October 2025



Table 32: Conservation Committee

Member	Meetings Attended	Appointment Date
Dr Sibongile Masuku (Chairperson)	2/2	10 October 2025
Ms Catherine Warburton	2/2	10 October 2025
Chief Livhuwani Matsila	2/2	10 October 2025
Mr Mokgema Mongane	2/2	10 October 2025
Ms Flora Mokgohloa*	2/2	10 October 2025

*DFFE Representative

Table 33: Tourism Committee

Members	Meetings Attended	Appointment Date
Ms Rachel Nxele (Chairperson)	2/2	10 October 2025
Ms Catherine Warburton	2/2	10 October 2025
Ms Hulisani Mushiane	2/2	10 October 2025
Mr Raymond Maboe	2/2	10 October 2025
Mr Tom Bouwer	2/2	10 October 2025

Table 34: Human Capital and Remuneration Committee

Member	Meetings Attended	Appointment Date
Ms Goitsemang Mathebula (Chairperson)	3/3	10 October 2025
Chief Livhuwani Matsila	3/3	10 October 2025
Ms Hulisani Mushiane	3/3	10 October 2025
Ms Rachel Nxele	3/3	10 October 2025

Table 35: Land Claims Committee

Members	Meetings Attended	Appointment Date
Chief Livhuwani Matsila (Chairperson)	2/2	10 October 2025
Ms Rachel Nxele	2/2	10 October 2025
Mr Raymond Maboe	2/2	10 October 2025
Dr Sibongile Masuku	2/2	10 October 2025

Table 36: Social and Ethics Committee

Members	Meetings Attended	Appointment Date
Mr Ashley Latchu (Chairperson)	2/2	10 October 2025
Ms Goitsemang Mathebula	2/2	10 October 2025
Ms Hulisani Mushiane	2/2	10 October 2025
Dr Sibongile Masuku	1/2	10 October 2025
Ms Flora Mokgohloa*	2/2	10 October 2025

*DFFE Representative

Table 37: Finance Committee

Members	Meetings Attended	Appointment Date
Mr Mokgema Mongane (Chairperson)	1/1	10 October 2025
Chief Livhuwani Matsila	1/1	10 October 2025
Ms Rachel Nxele	1/1	10 October 2025
Mr Tom Bouwer	1/1	10 October 2025

Note: The committee met once during the reporting period, after which its activities were suspended. Responsibility for overseeing finance-related matters was subsequently transferred to the Audit and Risk Committee to ensure continuity of governance and oversight.

RISK MANAGEMENT

The Enterprise Risk Management (ERM) Framework and Policy aims to sustain and improve organisational performance by maintaining an effective, efficient and transparent risk management system. A long-term Enterprise Risk Management Maturity Improvement plan was developed during the financial period to assist in improving the ERM maturity level of the organisation from a Level 3 to a Level 5 against the Attribute-Based Maturity Index Model (ABMI).

At an operational level, several parks continued to face risks associated with wildlife diseases, particularly the heightened threat of Foot-and-Mouth Disease in parks that harbour buffalo populations. Targeted mitigation measures were implemented to reduce this risk. Wildfires also remained a significant operational challenge, with Table Mountain National Park experiencing a continued year-on-year increase in fire incidents.

Strategic risk relating to compromised long-term financial sustainability and insufficient maintenance and recapitalisation of infrastructure remains a concern. The Board continues to monitor all strategic risks as well as identified mitigation measures, including the implementation of SANParks' approved 20-year financial sustainability strategy and the implementation of recapitalisation and maintenance plans. The combined assurance framework and plan are implemented, and progress reports are provided to the Board through the Audit and Risk Committee on a quarterly basis.

INTERNAL AUDIT

PURPOSE AND MANDATE

The Internal Audit Function (IAF) at SANParks is mandated to strengthen the organisation's ability to create, protect, and sustain value. This is achieved through the provision of independent, risk-based, and objective assurance and advisory services to the Board and Management. The function supports the achievement of SANParks' strategic objectives by evaluating and enhancing the effectiveness of governance, risk management, and internal control processes. In doing so, it contributes to improved decision-making, strengthened oversight, and increased stakeholder confidence.

STRATEGY OF THE INTERNAL AUDIT FUNCTION

The Internal Audit strategy is aligned with SANParks' strategic objectives and risk profile, focusing on:

a. Risk-based audit planning to address key strategic and operational risks.
b. Enhancing governance, risk management, and internal control maturity.
c. Providing insight, foresight, and advisory services to management.
d. Promoting accountability, transparency, and ethical conduct across the organisation.

The function operates in accordance with the Global Internal Audit Standards issued by the Institute of Internal Auditors (IIA), ensuring alignment with leading international practices.

Charter, methodology and internal audit plans

The Internal Audit Charter, approved by the Audit and Risk Committee (ARC), defines the authority, roles, responsibilities, and scope of the function. It provides unrestricted access to records, personnel, and systems necessary to perform audit engagements. Internal audit activities are guided by:

a. A flexible, risk-based Internal Audit Plan approved annually by the ARC, focusing on areas of high risk that may materially impact SANParks' objectives, operations, assets, and activities.
b. A structured audit methodology aligned with the Global Internal Audit Standards, encompassing standardised processes for planning, execution, reporting, and follow-up of audit engagements.

INDEPENDENCE AND OBJECTIVITY

The IAF maintains organisational independence through its direct reporting line to the Audit and Risk Committee and administrative reporting to the Chief Executive Officer.

Objectivity is safeguarded through measures ensuring that internal auditors:

a. Do not perform operational duties or assume management responsibilities.
b. Do not audit areas where they have had prior responsibility within a defined cooling-off period.
c. Are free from undue influence in determining audit scope, procedures, and reporting outcomes.

No impairments to independence or objectivity were identified or reported to the Chief Audit Executive during the year.

INTERNAL AUDIT MODALITY

The IAF operates using a hybrid (co-sourced) model, combining:

a. Internal audit staff with strong institutional knowledge
b. External service providers with specialist skills and capacity augmentation

This model is approved by the Audit and Risk Committee in consultation with management to ensure optimal audit coverage and delivery.

STAFFING

The Internal Audit Function is led by the Chief Audit Executive and comprises appropriately qualified and skilled professionals. The structure includes three senior managers with competencies in financial auditing, risk management, IT auditing, forensic auditing, and other specialised areas. Two senior managers joined the function during the fourth quarter of the financial year, thereby strengthening the function's capacity.

A structured training plan was implemented to support continuous professional development and ensure that staff competencies remain aligned with evolving audit requirements and standards.

QUALITY ASSURANCE AND IMPROVEMENT PROGRAMME

The Internal Audit Function maintains a Quality Assurance and Improvement Programme to ensure conformance with the Global Internal Audit Standards. This includes:

a. Ongoing internal quality reviews conducted for each audit engagement.
b. An external quality assessment conducted during the 2024/2025 financial year, which concluded that the function is "generally conforming" with the International Standards for the Professional Practice of Internal Auditing (previous standards).
c. A comprehensive gap analysis against the new Global Internal Audit Standards, effective from 9 January 2025.

As a result of the gap analysis, action plans were developed to ensure alignment with the Global Internal Auditing Standards, with implementation scheduled for the 2026/2027 financial year.

STAKEHOLDER RELATIONSHIPS

The Internal Audit Function maintains constructive and professional relationships with its key stakeholders, including:

a. Board, Audit, and Risk Committee
b. Executive management
c. External auditors (AGSA)
d. Risk management and compliance functions

These relationships facilitate alignment, the coordination of assurance activities, and the effective communication of audit outcomes. Additionally, the IAF conducted three masterclass sessions during the year to enhance awareness among SANParks officials regarding the role, value, and importance of internal audit.

COMBINED ASSURANCE

The Internal Audit Function plays a central role in SANParks' Combined Assurance Model. This includes close collaboration with the Risk Management function in the development and reporting of the combined assurance plan, ensuring coordinated and comprehensive coverage of key risks.

VALUE-ADD OF INTERNAL AUDITING

The Internal Audit Function adds value by:

a. Providing independent assurance over key risks and internal controls
b. Identifying opportunities to improve operational efficiency and effectiveness
c. Strengthening governance processes
d. Enhancing accountability, transparency, and organisational credibility
e. Supporting informed decision-making through advisory services and position papers.

In addition to executing the approved audit plan, the IAF provides formal and informal advisory services, including participation in management committees such as Human Capital Management.

While the Internal Audit Function strives to deliver comprehensive assurance, certain external factors impacted the execution of the audit plan. Flooding in KNP during the year resulted in delays and disruptions to planned audit activities, affecting the completion of two audit engagements.



PLANNED AND COMPLETED AUDITS

A total of 37 audit engagements were included in the approved Internal Audit Plan, of which 34 were completed during the financial year.

Table 38: Key Audits Conducted

(a)	Annual Financial Statements Review (2024/2025)
(b)	AGSA Management Report Follow-Up
(c)	Annual Performance Review (2024/2025)
(d)	Firearms Management Follow-Up Review
(e)	Parks Division: PMP and Camp Management (TMNP and AENP)
(f)	Kruger National Park : PMP and Camp Management
(g)	Conservation: Wildlife Veterinary Services
(h)	Tourism Marketing, Standards and Compliance, and Reservations Follow-Up
(i)	Audit of Predetermined Objectives (AOPO) – Quarter 1, 2 and 3
(j)	Corporate Culture Review
(k)	Conservation: Park Expansion Review
(l)	IT Data Governance
(m)	Interim Financial Statements Review (2025/2026)
(n)	Fuel Management
(o)	Fleet Management
(p)	Supply Chain Management (SCM)
(q)	Human Resources and Recruitment
(r)	Special Projects Review
(s)	METT Assessment
(t)	Extended Public Works Programme
(u)	Infrastructure Development
(v)	Infrastructure Maintenance
(w)	IT Project Governance
(x)	IT Change Management
(y)	IT Vendor Management and Third Party
(z)	KNP: Finance, Human Capital, and Inventory Management
(aa)	Parks Division: Infrastructure Maintenance
(ab)	Parks Division: Finance, HRCM, and Inventory Management (Tsitsikamma and TMNP)
(ac)	Public Private Partnerships (PPP)
(ad)	Enterprise Risk Management
(ae)	Corporate Governance Review
(af)	Draft Annual Performance Plan Review (2026/2027).

AUDITS ROLLED OVER

Three audit engagements were deferred to the following financial year:

a. Financial Management Follow-up Review

b. Revenue Management Review

c. Airwing Follow-up Review

AD HOC PROJECTS

The Internal Audit Function also undertook the following ad hoc reviews:

a. Subsistence and Travel

b. Global Environmental Facility (GEF 8) Review

STATUS OF AUDIT FINDINGS ADDRESSED

The Internal Audit Function continues to monitor the implementation of audit recommendations with the objective of strengthening internal controls and enhancing overall organisational performance. During the 2024/2025 financial year, a total of 94 Internal Audit findings were raised. Of these, 68 have been successfully addressed in the 2025/2026 financial year, while 26 remain outstanding. Nine recurring findings were identified, primarily relating to infrastructure and occupational health and safety. Monitoring of corrective actions will continue on a monthly basis in line with the Internal Audit methodology.

With regard to the 2024/2025 findings raised by the Auditor-General of South Africa (AGSA), significant progress has been made, with 30 of the 33 findings having been addressed. This represents a positive development and is expected to reduce the likelihood of recurrence. However, three findings remain outstanding, and several findings continue to recur, indicating that the root causes have not yet been fully addressed. The outstanding and recurring findings underscore the need for strengthened management oversight, timely monitoring, and more effective implementation of corrective actions. Addressing these areas will be critical to ensuring sustainable improvements in internal control effectiveness, governance, and regulatory compliance.

Table 39: Analysis of IAF and AGSA Findings

	Number of findings	Total Addressed	Not Yet Due	Total Not Addressed	No. of recurring findings Last 3 Financial Years
IAF Findings	94	68	0	26	9
AGSA Findings	33	30	0	3	17



Internal Auditing Visiting Officials At Wilderness Section Of The Garden Route National Park

COMPLIANCE WITH LAWS AND REGULATIONS

The Board, with the assistance of the Audit and Risk Committee, implemented a quarterly review of reports on SANParks' compliance with relevant prescripts in accordance with the SANParks compliance universe. A report on SANParks' compliance with the PFMA is submitted to the minister at the end of each quarter.

FRAUD AND CORRUPTION

A report on fraud and corruption management is tabled before the Audit and Risk Committee and the Board every quarter to ensure that fraud risks are continually monitored and mitigated, and that allegations pertaining to fraud and corruption are investigated independently and impartially.

Reporting of fraud or any alleged unethical conduct is facilitated through the Whistleblowing Hotline and various other means. A Whistle-blowing Protocol and Standard Operating Procedure is in place to ensure confidential disclosure. All reports of unethical conduct are investigated and, where relevant, corrective and/or consequence management measures are implemented.

MINIMISING CONFLICT OF INTEREST

Board members are obliged to declare any directorship or business interest they may hold, as well as interest in any matter that is to be discussed at Board and committee meetings, and to recuse themselves from meetings where such matters are being discussed when appropriate. Declarations are recorded in meeting minutes.

Employees are also expected to complete annual declarations of interest and to avoid conflict between their personal interests and those of SANParks. Policies and procedures are in place to ensure that all staff declare directorships or any other business interests on an annual basis.

SANParks' Supply Chain Management Policy requires all members of bid specification, evaluation, and adjudication committees to declare any conflict of interest regarding matters before them and to recuse themselves from the meeting when such items are discussed.

Bidders are required to declare any actual or potential conflict of interest during the bidding process through the completion of the prescribed Standard Bidding Documents (forms).

CODE OF ETHICS

SANParks has a Code of Ethics demonstrating SANParks' intent and commitment to embed an ethical organisational culture. It provides a framework of ethical principles and standards to guide all employees' work performance, professional standards, and the way that they conduct their relationships with others, within the organisation and when interacting with individuals, organisations, and agencies outside of SANParks.

An Ethics Management Maturity Assessment was conducted, resulting in a score of 85 out of 100, which reflects a good level of compliance with room for improvement.

HEALTH, SAFETY AND ENVIRONMENTAL ISSUES

SANParks continues to prioritise employee health and safety through proactive risk mitigation and the implementation of targeted control measures, ensuring a safe working environment with the Occupational Health and Safety (OHS) Unit under Human Capital Management (HCM) playing a strategic role in driving continuous improvement across all organisational levels to enhance employee well-being and organisational performance.

The approval and implementation of the SHE Manual during the 2025/2026 financial year have further strengthened governance, standardisation, and compliance across the organisation.

SANParks has demonstrated reasonable progress in strengthening its OHS management systems, particularly through the rollout of medical surveillances, occupational hygiene surveys, and compliance training initiatives, while continuing to advance a safety culture.



SANParks Board Attending The Induction At Table Mountain National Park

COMPANY/BOARD SECRETARY

The SANParks is an entity of the DFFE and is not incorporated into the Companies Act, 2008 (Act No. 71 of 2008). Therefore, SANParks is not obliged to file returns to the Companies and Intellectual Property Commission as required by the Companies Act regulations. However, to comply with the principles of good corporate governance, SANParks has a Board Secretary.

The role of the SANParks Board Secretary includes, amongst others, to:

- Ensure governance and compliance
- Support the Board committees
- Advise the Board
- Record keeping



Elephants At Hamilton's Tented Camp In Kruger National Park



D

Part D

HUMAN CAPITAL MANAGEMENT

Human Capital Management remains a strategic enabler of SANParks' mandate to conserve South Africa's biodiversity while contributing meaningfully to national priorities of transformation, social cohesion, and inclusive economic participation. In line with SANParks Vision 2040 and Outcome Goal 5 of the APP, SANParks continues to reposition conservation as a shared societal responsibility, one that integrates environmental sustainability with people-centred development.

The 2025/2026 financial year focused on strengthening organisational capability through a deliberate investment in people, systems, and partnerships. Human Capital initiatives were directed at building a capable, representative, and resilient workforce that reflects the diversity of South African society and is equipped to respond to an increasingly complex conservation and socio-economic context. This approach reinforces the understanding that conservation outcomes are inseparable from inclusive employment practices, skills development, employee well-being, and sound labour relations.

During the year under review, SANParks advanced its transformation agenda through targeted interventions in employment equity, leadership development, youth employment, learning and development, and employee wellness. These efforts were supported by progressive organisational design, automated performance management processes, and strengthened labour relations frameworks, ensuring both regulatory compliance and organisational stability.

Human Capital Management also continued to play a critical role in extending the social impact conservation beyond protected areas. Through strategic partnerships, bursaries, youth employment initiatives, and workplace-based learning opportunities, SANParks contributed to skills development, job creation, and community participation, reinforcing conservation as a driver of inclusive growth.

This section of the Annual Report presents an overview of workforce composition, employment movements, investments in skills and development, labour relations outcomes, employee wellness initiatives, and progress against employment equity targets. Collectively, these reflect SANParks' continued commitment to embedding inclusion, fairness, and accountability in the management of its people, and to ensuring that Human Capital remains central to the sustainable delivery of conservation outcomes for present and future generations.

Nine Policy instruments were reviewed and signed into effect during the period under review. Consultations with stakeholders included trade unions and various internal stakeholders. These included Policies and Standard Operating Procedures related to Retrenchment and Redundancy, Job Evaluation policy, Learning and Development Policy, Performance Management Policy, Acting Policy, Managing ill-health and Incapacity SOP, and Safety and Health Environment Manual.



Reservations Contact Centre At Groenkloof National Park

PERSONNEL COSTS

The figures in the following table are the financial amounts processed through the organisation's Sage 300 people payroll system and include subsistence, travel and kilometres travelled claims.

Total expenditure for the 2025/2026 financial year amounted to R 1,739,131,127.44, reflecting an increase of R 220,138,966.44 from the previous year's R1,518,992,161.00. SANParks maintained strong financial controls, and the increased costs were largely due to yearly adjustments to fixed employee costs.

Table 40: Total Personnel Expenditure

Division	Total Expenditure for the entity (Excluding Non-Permanent Employees) (R'000)	Personnel expenditure (excluding Temporary EE) (R'000)	Personnel exp.as a % of total exp. (R'000)	No. of employees (Only Permanent EE)	Average Personnel Cost per employee (R'000)
Chief Executive Officer	R 1,739,131,127.44	R 54,858,831.23	3.15%	57	R 962,435.64
Chief Financial Officer		R 45,435,953.75	2.61%	59	R 770,100.91
Chief Operating Officer		R 69,764,632.65	4.01%	74	R 942,765.31
Conservation Services		R 99,724,841.80	5.73%	154	R 647,563.91
Kruger National Park		R 796,740,293.68	45.81%	2324	R 342,831.45
Parks		R 601,003,200.14	34.56%	1655	R 363,143.93
Socio-Economic Development		R 19,294,235.61	1.11%	16	R 1,205,889.73
Tourism And Marketing		R 52,309,138.58	3.01%	96	R 544,886.86
Grand Total	**R 1,739,131,127.44**	**R 1,739,131,127.44**	**100.00%**	**4435**	**R 392,137.80**

Table 41: Personnel Expenditure by Occupation Level

Permanent Occupational Level	Personnel Expenditure	% of Personnel Expenditure to total Personnel Costs	Number of Employees	Average Personnel Cost Per Employee
F - Top Management	R 19,213,233.09	1.10%	7	R 2,744,747.58
E - Senior Management	R 102,335,740.56	5.88%	65	R 1,574,396.01
D - Mid-management	R 370,088,118.57	21.28%	397	R 932,211.89
C - Junior Management	R 303,537,455.07	17.45%	631	R 481,041.93
B - Semi-Skilled	R 671,190,670.56	38.59%	2237	R 300,040.53
A - Unskilled	R 272,765,909.59	15.68%	1098	R 248,420.68
Grand Total	**R 1,739,131,127.44**	**100%**	**4435**	**R 392,137.80**

Table 42: Performance Rewards

Programme//activity/objective	Performance rewards	Personnel Expenditure (R'000)	% of performance rewards to total personnel cost (R'000)
F - Top Management	R 1,279,958.37	R 19,213,233.09	6.66%
E - Senior Management	R 5,836,224.43	R 102,335,740.56	5.70%
D - Mid-management	R 18,673,384.61	R 370,088,118.57	5.05%
C - Junior Management	R 13,105,245.99	R 303,537,455.07	4.32%
B - Semi-Skilled	R -	R 671,190,670.56	0.00%
A - Unskilled	R -	R 272,765,909.59	0.00%
TOTAL	**R 38,894,813.40**	**R 1,739,131,127.44**	**2.24%**

Table 43: Training Costs

Programme//activity/objective	Personnel Expenditure	Training Expenditure	Training Expenditure as a % of Personnel Cost.	Number of employees trained	Avg training cost per employee
	(R'000)	(R'000)			(R'000)
Skills Development Programmes	1,739,131,127.44	R 30,624,962.17	2.1%	2359	12,982.18

Table 44: Employment Changes 2025/2026

Occupational Level	Employment at the beginning of the Period (31 March 2025)	Appointments	Terminations	Employment at the end of the Period (31 March 2026)
F - Top Management	7	0	2	5
E - Senior Management	59	4	5	59
D - Mid-Management	315	28	14	374
C - Junior Management	595	37	24	595
B - Semi-Skilled	1988	99	76	2135
A - Unskilled	1188	60	40	1051
Grand Total	**4152**	**228**	**161**	**4219**

Table 45: Reasons for Staff Leaving 2025/2026

Reason	Numbers of Termination	% of the total number of staff leaving the organisation
Absconded	0	0.00%
Deceased	11	6.83%
Discharged	29	18.01%
Early Retirement	7	4.35%
Mutual Separation	0	0.00%
Ill Health	5	3.11%
Retirement	64	39.75%
Resigned	45	27.95%
Grand Total	**161**	**100.00%**

Table 46: Employment and Vacancies 2025/2026

Occupational Level	2025/2026 Number of Employees (Active Employees)	2025/2026 Approved Posts	2025/2026 Number of Employees (Filled Posts)	2025/2026 (Vacancies)	% of Vacancies
F - Top Management	5	7	0	2	28.57%
E - Senior Management	59	71	4	12	16.90%
D - Mid- Management	374	435	28	61	14.02%
C - Junior Management	595	629	37	34	5.41%
B - Semi-Skilled	2135	2246	99	111	4.94%
A - Unskilled	1051	1091	60	40	3.67%
Grand Total	**4219**	**4479**	**228**	**260**	**5.80%**

LEARNING AND DEVELOPMENT AND PERFORMANCE MANAGEMENT

PERCENTAGE OF PAYROLL SPENT ON SKILLS DEVELOPMENT

During the period under review, Learning and Development concentrated on enhancing the capabilities and reaffirming the commitment to employee growth and overall organisational performance.

A total of R 30,624,962.17, representing 2.04% of the payroll, was spent on skills development and training initiatives. 2,359 beneficiaries participated in various interventions, including short learning programmes, pivotal training, professional development workshops and seminars.

UPSKILLING OF EMPLOYEES

In the current year under review, SANParks' commitment to enhancing employee skills and knowledge through the bursary schemes has yielded significant benefits for both employees and the organisation.

BURSARIES

In this financial year, 237 employees received financial assistance to further their education. By providing access to educational resources and opportunities for professional development, the organisation has empowered employees to acquire new competencies that directly translate into improved performance and innovation. This investment in continuous learning not only enhances individual capabilities but also strengthens our collective expertise, enabling us to tackle complex challenges with confidence.

Additionally, 81 dependents of employees received financial assistance to pursue studies at institutions of higher learning.



Launch Of The Park Management Leadership Development Programme At Golden Gate Highlands National Park

DEVELOPING THOUGHT LEADERS

In our ongoing commitment to fostering thought leadership within SANParks, sponsorship for a range of conferences has enabled our employees to participate in both regional and international events. This year, SANParks proudly supported the Savanna Science Network and the Garden Route Interface and Networking Symposium, which provided invaluable platforms for knowledge sharing and collaboration.

By engaging with experts and peers from diverse backgrounds, our employees have not only expanded their professional networks but also contributed to the advancement of best practices in conservation and environmental management. These initiatives underscore our dedication to driving innovation and excellence within SANParks, positioning us as leaders in the field and enhancing our impact on sustainable practices.

YOUTH EMPLOYMENT SERVICES

In the current financial year, SANParks reached a significant milestone in its partnership with the Youth Employment Service (YES) Initiative, following the signing of a foundational Memorandum of Understanding (MOU). This master agreement, established for an initial five-year term, formally commits the organisation to supporting youth employment through structured workplace opportunities and meaningful participation in the conservation sector. In the 2025/2026 financial year, YES secured funding for 50 Environmental Monitors to be placed in KNP and TMNP.

PARK MANAGEMENT LEADERSHIP PROGRAMME

In the year under review, SANParks, in partnership with Africa Leadership University's School of Wildlife Conservation (ALU-SOWC), launched the Park Management Leadership Development Programme, which is a strategic initiative to build leadership capacity aligned with Vision 2040. The programme addresses the growing need for conservation leaders equipped with both ecological knowledge and managerial competencies.

AUTOMATION OF PERFORMANCE MANAGEMENT

In the current financial year, HCM continued with the automation of employee performance management for senior managers on the D5 Patterson Band.

EMPLOYEE WELLNESS PROGRAMME

During the reporting period, the Employee Wellness (EW) Programme contributed to SANParks' people-centred strategic objectives through preventive well-being, risk management, compliance, and organisational resilience. Programme performance for 2025/2026 aligns with SANParks Strategic Indicators.

Through structured mental health, psychosocial, and preventative health interventions, the EW Programme supported employee well-being and productivity across all locations. Quarterly engagement targets were achieved cumulatively, with an average quarterly engagement rate of 15.28%, demonstrating sustained workforce reach. Quarter 4 required intensified psychosocial support due to flood impacts within the Kruger region, with 20.36% of employees engaged, reflecting programme responsiveness and resilience. These interventions strengthened employee stability, reduced psychosocial risk, and supported operational continuity.



Groenkloof Men's Health Event

The EW Programme achieved 100% incapacity case attendance throughout the reporting year, ensuring policy compliance and effective management of income protection, reassessments, and employee reinstatements. Absenteeism reduction targets were met consistently on a quarterly basis, supported by proactive manager engagement and structured support processes. These outcomes contributed to workforce stability and reduced operational disruption.

EW maintained oversight of Hostel and Early Childhood Development (ECD) facilities, ensuring compliance with wellness, safety, and child protection standards. Quarterly site assessments, policy oversight, and stakeholder engagement ensured statutory requirements

were met. Focus shifted to stabilisation and planning for improvements, while maintaining compliance despite infrastructure and operational constraints.

The programme met the annual target of eight in-person lifestyle disease management interventions, delivered cumulatively across quarters through screening events, clinic open days, and mobile clinic services. Preventative health delivery supported early detection, reduced long-term health risk, and reinforced SANParks' commitment to employee health and well-being.

Personal Support Services through Lyra (EAP) recorded variable quarterly utilisation, reflecting both programme maturity and contextual pressures. While utilisation dipped in Q3, Q4 recorded an increase to 8.6%, exceeding the annual target and driven by crisis-related counselling and trauma support within the Kruger region. This demonstrates the EAP's role as a critical organisational risk mitigation tool during periods of heightened stress.

The EW Programme achieved the annual target of four financial wellness engagements, covering tax readiness, financial literacy, pre-retirement planning, and debt management. Delivery was adjusted across quarters to ensure full annual coverage, remaining aligned to employee financial lifecycle needs and supporting holistic well-being.

These results affirm EW's role as a strategic enabler of employee well-being, workforce continuity, and organisational resilience, directly supporting SANParks' people, governance, and sustainability objectives.

LABOUR RELATIONS

Employee Relations ensured that SANParks moved beyond the legislative minimum requirements and fostered sound relationships in a dynamic socio-economic-political environment. These entailed implementing the outcomes of the collective bargaining process, minimising the liability associated with labour cases, proactively ensuring meaningful engagements between management and trade unions to minimise disputes, encourage open dialogue and maintain harmony in the workplace.

SALARY INCREASES AND CONDITIONS OF EMPLOYMENT

The multi-year collective agreement entered into by and between SANParks, the Health and Other Services Personnel Trade Union of South Africa (HOSPERSA) and the National Union of Public Services and Allied Workers (NUPSAW) was implemented. This entailed 5.5% salary increase, 1% pay progression and, 5.5% adjustment to allowances for qualifying employees.

COMPLIANCE WITH LABOUR LEGISLATION AND MAINTAINING A CONDUCIVE EMPLOYEE RELATIONS CLIMATE

SANParks complied with applicable labour legislation, which resulted in good governance, labour peace and reduction of labour costs. Consequently, there were no disputes lodged against the Organisation for failure to comply with any labour legislation during the period under review. There were 32 Commission for Conciliation, Mediation and Arbitration (CCMA), 2 Labour Court and 6 High Court cases concluded related to dismissals and other disputes.

SANParks achieved a 93% success rate as 37 cases were ruled in its favour, 29 by the CCMA, 2 by the Labour Court and 6 by the High Court. The liability associated with CCMA and Labour Court cases was reduced from R 10 955 321.88 to R 4 496 177.70. This success rate at the said forums is attributed to adherence to fair procedures when administering discipline and continuous training interventions, which are aimed at ensuring that employees are aware of their rights and obligations towards SANParks, thus refraining from committing acts of misconduct.

EMPLOYEE RELATIONS: MISCONDUCT AND DISCIPLINARY STATISTICS

Table 46: Labour Relations: Misconduct and disciplinary action, 2025/2026

Nature of disciplinary Action	2024/2025	2025/2026
Verbal Warning	9	8
Written Warning	167	102
Final Written warning	90	50
Dismissal	36	34
TOTAL	**302**	**194**

The capacity building interventions contributed to, amongst others, a 36% reduction in disciplinary actions from 302 to 194 when comparing the previous and current financial years as depicted on the table above.

STAKEHOLDER ENGAGEMENT

TRADE UNION MEMBERSHIP IN SANPARKS

Table 47: Recognised Trade Unions in SANParks

Trade Unions	Membership	% of total staff complement
Health and Other Personnel Trade Union of South Africa	1939	35%
National Education, Health and Allied Workers Union	78	1%
National Union of Public Services and Allied Workers	1244	23%
Public Servants Association	614	11%

The trade unions jointly represent 70% of SANParks employees. Regular bilateral and joint meetings were conducted between management and the trade unions to share relevant information and proactively prevent potential disputes. Because of the meaningful engagements, strike action was averted, and harmony was maintained.

CAPACITY BUILDING

A total number of 1,591 employees were trained on rights and responsibilities, policies and labour legislation. The training created awareness so that employees not only meet their contractual obligations but also adhere to applicable labour legislation.

EMPLOYMENT EQUITY AND TRANSFORMATION

South African National Parks (SANParks) has made significant strides in advancing transformation during the 2025/2026 period, aligning with national objectives on Employment Equity (EE), Broad-Based Black Economic Empowerment (B-BBEE), and fostering a culture of Diversity, Equity, Inclusion, and Belonging (DEIB). These efforts are integral to SANParks' Vision 2040, which seeks to reimagine conservation as a catalyst for redress, economic advancement, and job creation.

SANParks is fostering a culture that promotes DEIB by implementing policies and practices that ensure all employees feel valued and included. This includes awareness and disclosure campaigns, support networks, and leadership development programmes aimed at underrepresented groups. In addition, the SANParks Values are regularly communicated and enacted by leadership and staff alike.

Furthermore, SANParks has taken deliberate steps to include persons with disabilities in the organisation. Awareness sessions and disclosure campaigns were conducted aimed at inculcating an enabling environment. In addition, a partnership with the South African National Deaf Association (SANDA) was formed to provide expert guidance and specialist knowledge around specific disabilities and workplace accommodations to ensure a more inclusive environment.

SANParks' commitment to transformation is evident in its proactive approach to compliance with Employment Equity and B-BBEE legislation, as well as SANParks' dedication to creating an inclusive and empowering workplace. Through these efforts, SANParks is not only enhancing its organisational effectiveness but also contributing to broader societal goals of equity and inclusion and remaining an employer of choice.

EQUITY TARGETS AND EMPLOYMENT EQUITY STATUS

SANParks remains steadfast in its commitment to transformation and inclusion, guided by Employment Equity (EE) targets that reflect South Africa's demographic realities and national objectives. The table below outlines the current representation of male and female employees across race groups and occupational levels, benchmarked against 2025/2026 targets.

Table 48: Male Employees Across Race Groups and Occupational Levels

Male								
	African		Coloured		Indian		White	
Levels	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	2	2	1	1	0	0	0	0
Senior Management	21	19	5	6	0	0	5	5
Professional qualified	138	131	34	34	6	6	61	60
Skilled	247	258	64	63	2	3	24	25
Semi-skilled	1274	1295	240	245	0	0	15	16
Unskilled	673	638	141	117	0	0	3	0
TOTAL	**2355**	**2343**	**485**	**466**	**8**	**9**	**108**	**106**

Table 49: Male Employees Across Race Groups and Occupational Levels

Female								
	African		Coloured		Indian		White	
Levels	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	3	3	0	0	0	0	0	1
Senior Management	19	18	4	3	2	2	9	9
Professional qualified	110	108	26	33	3	4	38	36
Skilled	274	264	56	54	2	4	21	21
Semi-skilled	631	645	149	146	2	2	14	16
Unskilled	1004	883	174	157	0	0	3	1
TOTAL	**2041**	**1921**	**409**	**393**	**9**	**12**	**85**	**84**



Addo Elephant National Park Landscape

Table 50: Overview of Male and Female Employees Across Occupational Levels

	Male		Female	
Levels	**Current**	**Target**	**Current**	**Target**
Top Management	3	3	3	4
Senior Management	31	30	34	32
Professional qualified	239	231	177	181
Skilled	337	349	353	343
Semi-skilled	1529	1556	796	809
Unskilled	817	755	1181	1041
TOTAL	**2956**	**2924**	**2544**	**2410**

Table 51: Workforce Profile as at 31 March 2026 vs Year 1 Numerical Targets as per the new EE regulations 2025

Levels	**Disabled Staff**			
	Male		**Female**	
	Current	**Target**	**Current**	**Target**
Top Management	0	0	0	0
Senior Management	2	2	2	2
Professional qualified	11	11	6	6
Skilled	6	6	3	3
Semi-skilled	18	18	14	14
Unskilled	5	5	11	11
TOTAL	**42**	**42**	**36**	**36**



Blue Crane In Camdeboo National Park

Table 52: Explanations for Variance

Occupational Level	Male	Female
Top Management	Target met	The target was not achieved due to the departure of the COO following the expiry of her employment contract.
Senior Management	Target exceeded	Target exceeded
Professionally Qualified	Target exceeded	Target not met due to non-retention of black females
Skilled	Target not met due to low turnover	Target exceeded
Semi-Skilled	Target not met due to the exit of black males	Target not met due to the exit of black females
Unskilled	Target exceeded	Target exceeded

SANParks remains committed to driving transformation and fostering a workforce that reflects South Africa's demographic profile. The table below outlines the current employment equity figures compared to organisational targets across various occupational levels, disaggregated by gender. SANParks will continue implementing deliberate and strategic measures to meet its employment equity targets across all levels, in line with its transformation agenda and Vision 2040.



SANParks Employees At Table Mountain National Park



E

Part E

PFMA COMPLIANCE REPORT

IRREGULAR EXPENDITURE

Table 53: Reconciliation of Irregular Expenditure

Description	2025/2026	2024/2025
	R'000	R'000
Opening balance	70,509	664,256
Adjustment to opening balance	-5,817	-
Opening balance as restated	64,692	664,256
Add: Irregular expenditure confirmed	111	171,895
Less: Irregular expenditure condoned	-	-
Less: Irregular expenditure not condoned and removed	-63,631	-765,642
Less: Irregular expenditure recoverable[1]	-	-
Less: Irregular expenditure not recoverable and written off	-	-
Closing balance	**1,172**	**70,509**

The adjustment to the opening balance arose as a result of correcting a typing error identified in the 2021/2022 register, where the decimal point was misplaced.

Irregular expenditure in the current year relates to non-compliance with Supply Chain Management (SCM) prescripts, including the appointment of a bidder that was not tax compliant; awarding an RFQ after the validity period expired; and accepting goods and services from a bidder who was not awarded.

The significant reduction in irregular expenditure in the current year can be attributed to focused initiatives, implemented by Management, to ensure sustainable improvements and reduced SCM-related risks.

Reconciling Notes

Description	2025/2026	2024/2025
	R'000	R'000
Irregular expenditure that was under assessment in 2024/2025	4,844	-
Irregular expenditure that relates to the prior year and identified in the current year	-	-
Irregular expenditure for the current year	111	171,895
Total	**4,955**	**171,895**

1 Transfer to receivables

Table 54: Details of Irregular Expenditure (under assessment, determination, and investigation)

Description[2]	2025/2026	2024/2025
	R'000	R'000
Irregular expenditure under assessment	75	4,844
Irregular expenditure under determination	22	3,773
Irregular expenditure under investigation	-	-
Total	**97**	**8,617**

Irregular expenditure under assessment relates to an allegedly expired contract that was utilised.

Irregular expenditure under determination relates to the appointment of a bidder who was not tax compliant on the date of appointment.

Table 55: Details of Irregular Expenditure Condoned

Description	2025/2026	2024/2025
	R'000	R'000
Irregular expenditure condoned	-	-
Total	**-**	**-**

Table 56: Details of Irregular Expenditure Removed (not condoned)

Description	2025/2026	2024/2025
	R'000	R'000
Irregular expenditure NOT condoned and removed	63,631	765,642
Total	**63,631**	**765,642**

R63.6 million worth of irregular expenditure, which relates to the 2021/2022 to 2025/2026 financial years, was removed by the Board in accordance with the PFMA Compliance and Reporting Framework.

Table 75: Details of Irregular Expenditure Recoverable

Description	2025/2026	2024/2025
	R'000	R'000
Irregular expenditure recoverable	-	-
Total	**-**	**-**

2 Group similar items

Table 58: Details of Current and Previous Year Irregular Expenditure Written Off (irrecoverable)

Description	2025/2026	2024/2025
	R'000	R'000
Irregular expenditure written off	-	-
Total	**-**	**-**

Additional disclosure relating to Inter-Institutional Arrangements

Table 59: Details of Irregular Expenditure Where an Institution is Involved in an Inter-institutional Arrangement (where such institution is responsible for the non-compliance)[3]

Description	2025/2026	2024/2025
	R'000	R'000
None	-	-
Total	**-**	**-**

Table 60: Details of Disciplinary or Criminal Steps Taken as a Result of Irregular Expenditure

Disciplinary steps taken
As at the end of the 2025/2026 financial year, disciplinary processes were concluded for all cases of irregular expenditure relating to the current and prior periods, except for the case that is under determination amounting to R22 000.



Richtersveld National Park Flowers

3 Refer to paragraphs 3.12, 3.13 and 3.14 of Annexure A (PFMA Compliance and Reporting Framework) to National Treasury Instruction No. 4 of 2022/2023

FRUITLESS AND WASTEFUL EXPENDITURE

Table 61: Reconciliation of Fruitless and Wasteful Expenditure

Description	2025/2026	2024/2025
	R'000	R'000
Opening balance	28	64
Adjustment to opening balance	-	-57
Opening balance as restated	28	7
Add: Fruitless and wasteful expenditure confirmed	58	21
Less: Fruitless and wasteful expenditure recoverable[4]	-86	-
Less: Fruitless and wasteful expenditure not recoverable and written off	-	-
Closing balance	**0**	**28**

Fruitless and wasteful expenditure incurred in the current year related to variation of an order without prior approval; and penalties charged on late registration of motor vehicles licenses.

Reconciling notes

Description	2025/2026	2024/2025
	R'000	R'000
Fruitless and wasteful expenditure that was under assessment	-	-
Fruitless and wasteful expenditure that relates to the prior year and identified in the current year	-	-
Fruitless and wasteful expenditure for the current year	58	21
Total	**58**	**21**

Table 62: Details of Fruitless and Wasteful Expenditure (under assessment, determination, and investigation)

Description[5]	2025/2026	2024/2025
	R'000	R'000
Fruitless and wasteful expenditure under assessment	-	-
Fruitless and wasteful expenditure under determination	-	-
Fruitless and wasteful expenditure under investigation	-	-
Total	**-**	**-**

4 Transfer to receivables

5 Group similar items

Table 63: Details of Fruitless and Wasteful Expenditure Recoverable

Description	2025/2026	2024/2025
	R'000	R'000
Fruitless and wasteful expenditure recoverable	86	-
Total	**86**	**-**

Debtors have been raised in the current year for the amounts recoverable.

Table 64: Details of Fruitless and Wasteful Expenditure Not Recoverable and Written Off

Description	2025/2026	2024/2025
	R'000	R'000
Fruitless and wasteful expenditure written off	-	-
Total	**-**	**-**

Table 65: Details of Disciplinary or Criminal Steps Taken as a Result of Fruitless and Wasteful Expenditure

Disciplinary steps taken
As at the end of the 2025/2026 financial year, disciplinary processes were concluded for all cases of fruitless and wasteful expenditure.

Table 66: Information on Late and / or non-payment of Suppliers

Description	Number of invoices	Consolidated Value
		R'000
Valid invoices received	58800	2,823,457
Invoices paid **within** 30 days or agreed period	53518	1,311,397
Invoices paid **after** 30 days or agreed period	5252	1,506,857
Invoices older than 30 days or agreed period (***unpaid and without dispute***)	N/A	N/A
Invoices older than 30 days or agreed period (***unpaid and in dispute***)	30	5,202

Reasons for late payment of invoices:

- Supplier put on hold due to unresolved disputes, e.g. charging VAT whilst not being VAT registered.
- Incorrect billing that needed to be resolved.
- Disputes regarding service delivered or goods supplied.
- Incorrect vendor details submitted, e.g. banking details.
- Late submission of invoices.

SUPPLY CHAIN MANAGEMENT

Table 67: Procurement by Other Means

Project Description	Name of Supplier	Total Value of the contract	Reason for Deviation (Sole, Single, emergency, Urgent)	PO number
Appointment of Lead Laundry to come and assess the industrial washing machine at Golden Gate Highlands National Park	Lead Laundry	R6,569.00	Single	GG-PO21785
Appointment of service provider to Print and supply Interpretive Information for the Nossob Predator Centre in KTP	Graphic Laminates	R72,751.99	Single Source	KH-PO022566
Appointment of Vet for tranquilising two male lions who transgressed	Upington Veterinary Clinic	R8,517.00	Emergency	KH-P0022888
Emergency supply of fuel to AFNP	Agrimark Operations	R 9,727.60	Emergency	Manual PO #0480
Supply & Installation of a Sewage Pump at AFNP	Newgen Pumps and Valves	R 120,729.30	Urgent Case	AU-0006291
Appointment of service provider to supply new Mono Pump for the Kwang water system.	Valucorp 105	R 30,903.15	Urgent case	KH-POO22690
Appointment of a service provider for emergency repairs of the sewerage infrastructure due to severe rainstorm in Karoo National Park	De Jagers Loodgieters Kontrakteurs	R 21,447.50	Emergency	KR-PO023521
Emergency Repairs of Fence and Roads due to severe thunderstorm damage in Karoo National Park	A and K Projects and Solutions	R 234,255.00	Emergency	KR-PO023522
Supply and Delivery of 1.1KW borehole pressure pump	K & P Phindulo Projects	R 9,900.00	Urgent Case	MK-PO003015
Render Emergency Aerial Fire Fighting Services including transportation in support of ground teams to Table Mountain National Park	Working On Fire - Kishugu JV	R 9,357,800.31	Urgent Case	WM-PO009077 WM-PO009078
Supply and Delivery of 1.5KW borehole pressure pump and Motor 3 phase (380V-400V)	Nthungeni Trading Enterprise	R 24,173.00	Urgent Case	MK-PO003026
Appointment of service Provider for the service of three Rader devices and give training to Seven employees on the usage of these devices in KTP	Truvelo Manufacturers	R 59,897.34	Sole source	KH-PO022910
Radio adverts placed at OFM re Flower Season at Namaqua National Park	Central Media Group T/A Radio OFM	R 21,160.00	Single Source	SD-PO00002666
Plumbing service in the Knysna Section of the Garden Route National Park	Basotho Construction Services	R 28,550.00	Emergency	KM-PO035479
Urgent Water Analysis to assist in investigation of unknown cause of wild animals	V&M Analytical Toxicology Laboratory Services	R 23,220.11	Urgent Case	VN-PO013138
Memo requesting to appoint Blaq Pudding (Pty) Ltd for the hiring of cutlery and décor materials for a period of three (3) days	Blaq Pudding (Pty) Ltd	R 17,470.00	Single Source	PO021919

Project Description	Name of Supplier	Total Value of the contract	Reason for Deviation (Sole, Single, emergency, Urgent)	PO number
Provision of 10 PSIRA registered Grade D security guards for a period of one (1) month	Fair Brothers	R 115,000.00	Single Source	PO021940
Live Crossing Package for The SANParks Vision 2040 Indaba on the 03 to 04 September 2025	South African Broadcasting Corporation (SABC)	R 494 500,00	Single Source	GK-PO044086
Appointment of Leane Manas as Facilitator for Vision 2040 Indaba	Manas Life Trading CC (Leane Manas)	R 160,000.00	Single Source	GK-PO044075
Appointment of Unathi Nkayi as Facilitator for Vision 2040 Indaba	Bello Advisory (Pty) Ltd (Unathi Nkayi)	R 120,000.00	Single Source	GK-PO044076
Appointment of a service provider for the licensing, support and maintenance of the Loyaltyplus rewards system for a period of 5 (five) years	LoyaltyPlus Accolades (Pty) Ltd	R 28,713,954.76	Sole Source	GK-PO044318
Rental of Office Space for Reservations next to Nelson Mandela Heritage House in Vilakazi street	Roseline Ndlovu	R 562,186.00	Single Source	GK-PO044187
Appointment of ECM TECHNOLOGIES (Pty) Ltd, as a suitable supplier Thermoteknix Products and in particular the TICAM 1200 camera to be used by the Special Operations Unit for law enforcement operations	ECM Technologies	R 858,340.45	Sole Source	SK-PO116343
Maintenance, servicing & Repairing of WASS	Rautech Radar Systems	R 835,000.00	Sole source	SK-PO116133
Tranquilising of a male lion that escaped from the park	Upington Veterinary Clinic CC	R 10,559.30	Urgent Case	KH-PO022888
Supply, delivery, related equipment and services of the ARGOS-II Airborne Intelligence Surveillance and Reconnaissance (ISR) System Surveillance System.	Hensholdt South Africa	R 11,523,320.85	Sole source	SK-PO116725
Emergency Helicopter and Veterinary Services	Vollgraaf	R 64,417.04	Emergency	DD-PO012301
Emergency Helicopter Services	Vollgraaf	R 109,500.00	Emergency	DD-PO012302
Appointment of Torque Media as a suitable supplier of media buying and designing of advertisements in several publications / online platforms relating to the SANParks Kruger National Park Disaster Recovery Fund	Torque Media	R 885,127.69	Urgent Case	GK-PO044207
Imbasa Roof Repairs	I4 Wildlife	R 459,971.25	Urgent	VB-PO013344
Deviation Supply, Delivery and Maintenance of 2 CSIR WASS-Meerkat Mk2	Council for Scientific and Industrial Research (CSIR)	R 24,607,470.00	Sole source	SK-PO116726

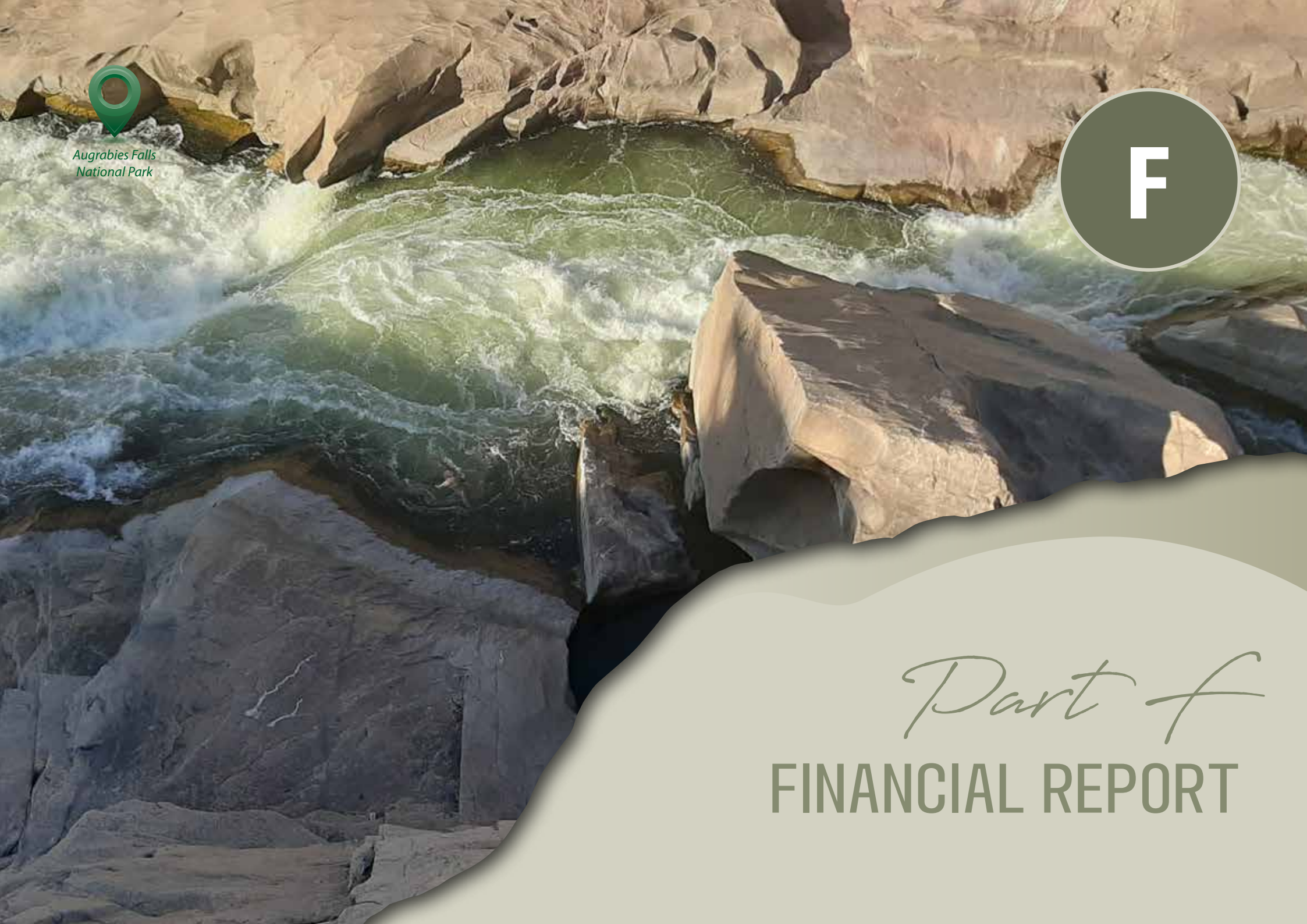
Table 68: Contract Variations and Expansions

Project Description	Name of Supplier	Contract Number	Reason for expansion or variation of contract	Original contract value	Variation Amount	Value of contract expansion or variation of contract
Provision of 10 PSIRA registered Grade D security guards for a period of one(1) month	Fair Brothers	GG-PO021731	Waiting for the tender for GNP-055-24: Appointment of a service provider to render security guard services for GGHNP for a period of three (3) years to be finalised	R456,032.50	R390,885.00	R32,720.00
Provision of 10 PSIRA registered Grade D security guards for a period of one (1) month	Fair Brothers	GG-PO021731	Increased Scope of Work	R764,902.17	R100,000.00	R864,902.17
Lodge Concession: Mpanama	Shishangeni Lodge (PTY) LTD	N/A	Extension of Lodge Concession with additional 10 months to prepare new bid process	R52,836,068.00	R5,815,568.00	R58,651,636.00
Additional sessions are critical to addressing specific development needs identified for the EXCO Team	Just in Time Solutions	GK-PO043929	Single-source rationale: Just In Time Solutions has already been engaged and proven capable of delivering personalised executive coaching in alignment with SANParks' goals	R288,020.36	R46,000.00	R334,020.36
Maintenance, service and repairs to vehicles, equipment and machinery for the Knysna section for a period of 3 years	Coalition Trading	RFQ19/2023	The grader used for road maintenance needed urgent repairs to keep public roads usable for upcoming busy tourist season.	R556,328.25	R83,449.25	R639,777.50
Variation for the Vision 2040 Travel Indaba	Garona Communication	GNP-039-24	Additional requirements for exhibition at Africa Travel Indaba stand	R3,772,350.63	R565,862.45	R4,338,213.08
Labour for renovations at Grootpaardekloof building in Meerkat National Park	Renchia Trading	MENP 15/2025-26	Additional work identified during renovations necessary to complete work	R239,200.00	R53,790.00	R292,990.00
Repairs to Day Visitors Swimming Pool at Augrabies Falls National Park	Mlungu Industries	AFNP 44/2025-26	Additional work identified during renovations necessary to complete work	R109,889.00	R23,500.10	R133,389.10

Project Description	Name of Supplier	Contract Number	Reason for expansion or variation of contract	Original contract value	Variation Amount	Value of contract expansion or variation of contract
Variation for Table Mountain Ariel Cable way	TMACC	GG-PO021731	SANParks and TMACC are currently engaged in an arbitration process as required under the existing agreement in the event of termination. In this process, SANParks is required to compensate TMACC for their assets, excluding goodwill. Both SANParks and TMACC have appointed arbitration attorneys, and the matter is ongoing under the oversight of SANParks' Legal Services Department	R637,091,635.26	R190,074,535.72	R 827,166,170.98
Roads Upgrading	Eumango Business Enterprise CC	CI-GK-190	Road Upgrading at Mapungubwe to allow for additional gravel road maintenance on tourist road infrastructure to repair flood damaged road infrastructure.	R15,415,729.30	R2,868,387.50	R 18,284,116.80
Diversity, Equity, Inclusion, and Belonging (DEIB) programme	Essential Skills Development	002186/LD/2025	The innovative techniques employed in the delivery method, and the commendable consistency in messaging and language, it has been deemed prudent to engage the same provider for the training of an additional 150 employees, thereby ensuring that at least 11% of the KNP staff will have benefited from this crucial initiative	R478,400	R239,200	R 717,600.00



Albasini Ruins Heritage Site



F

Part F

FINANCIAL REPORT

FINANCIAL RESULTS

During the year under review, South Africa continued to operate within a challenging economic environment characterised by modest economic growth, persistent fiscal constraints, elevated unemployment levels, infrastructure pressures and ongoing global uncertainty. Although Gross Domestic Product (GDP) growth improved from 0.5% in 2024 to 1.1% in 2025, economic activity remained subdued and below the levels required to significantly stimulate investment, employment creation and broader economic expansion.

Against this backdrop, SANParks demonstrated resilience and sound financial management, achieving a net surplus of R112 million for the year. This performance reflects the organisation's ability to effectively manage its operations while continuing to deliver on its conservation and tourism mandates in an increasingly constrained operating environment. This reflects the continued recovery and resilience of its tourism-related revenue streams.

A significant contributor to this outcome was the continued strength of SANParks' self-generated revenue streams. During the year under review, self-generated revenue remained above the R3.4 billion threshold, building on the milestone achieved in the previous financial year. This performance underscores the sustained recovery and resilience of the tourism sector and highlights the strong appeal of South Africa's national parks as premier conservation and tourism destinations.

SANParks' long-term financial sustainability remains closely linked to its ability to generate own revenue. Revenue generated from tourism, conservation-related activities and commercial operations plays a critical role in funding operational requirements, supporting biodiversity conservation initiatives, maintaining tourism infrastructure and reducing reliance on fiscus funding. The continued growth and diversification of these revenue streams therefore remain essential to ensure the financial resilience of the organisation.

Looking ahead, SANParks will continue to operate in an environment characterised by economic uncertainty, rising operating costs, ageing infrastructure requirements, climate change impacts and increasing conservation pressures. To address these challenges, management will maintain focus on sustaining revenue growth, improving operational efficiencies, strengthening infrastructure resilience and enhancing visitor experiences across the national park system. Continued investment in tourism facilities, asset maintenance, digital transformation and climate-resilient infrastructure will be critical to protect revenue streams and ensure that SANParks remains financially sustainable while fulfilling its conservation mandate.

The positive financial performance achieved during the year was supported by continued growth in tourism-related revenue and increased visitor activity across the national parks network. SANParks welcomed 6,831,333 visitors during the reporting period, representing an increase of 598,149 visitors (9.6%) compared to the 6,233,184 visitors recorded in the previous financial year. Accommodation occupancy across the national parks increased from 66.8% in the prior year to 68.2% during the year under review, reflecting improved demand and a strengthening tourism recovery. This increase in visitor volumes and occupancy levels contributed positively to revenue generation and further strengthened the organisation's financial position.

Overall, SANParks remains financially sustainable and well-positioned to continue delivering on its strategic objectives. The organisation's ability to maintain strong self-generated revenue, coupled with prudent financial management and ongoing investment in conservation and tourism infrastructure, provides a solid foundation for navigating future economic and operational challenges while safeguarding South Africa's natural heritage for future generations.

KEY REVENUE COMPONENTS

Total revenue for the year was R4,4 billion (R4,1 billion – 2024/2025) and indicates a 7% increase from the previous year. Revenue from exchange transactions for the review period totals R3,5 billion (R3,1 billion – 2024/2025) representing a 13% increase on the previous year due to a growth in tourism-related activities. Revenue from exchange transactions currently makes up 74% of total revenue. Revenue from non-exchange transactions amounts to R924 million, 10% less than the R1 billion in 2024/2025, due to less spending on infrastructure projects.

Figure 12: **Revenue**

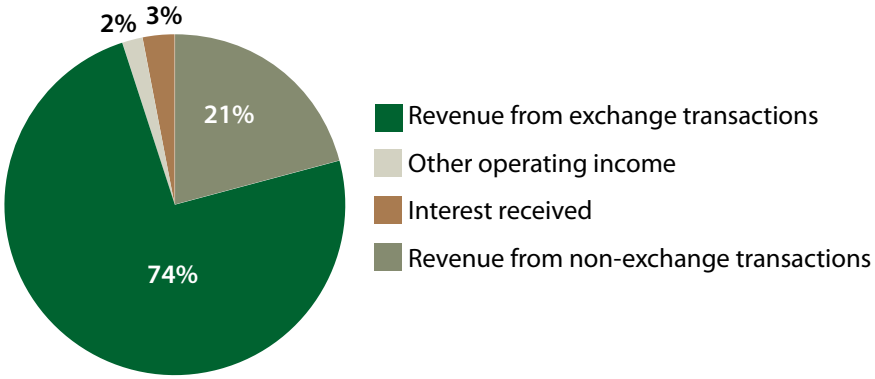
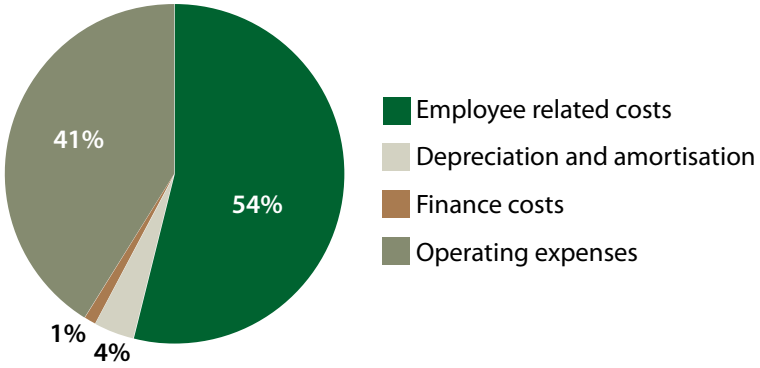


Figure 13: **Expenditure**



KEY EXPENDITURE COMPONENTS

Total expenditure increased by 13% compared to the previous financial year, while employee-related costs increased by 17%. The increase in employee-related costs was primarily attributable to an increase in head count and implementation of a new 5 Point Salary Scale.

SANParks' expenditure profile continues to be driven predominantly by employee-related costs and operating expenditure, reflecting the labour-intensive nature of conservation management and the operational requirements associated with managing South Africa's national parks.

For the year under review, SANParks achieved an income-to-cost ratio of 1.03:1, resulting in a net surplus margin of 3%. This indicates that total revenue generated during the period was sufficient to cover total expenditure and produce a positive financial result.

While the surplus reflects the organisation's continued financial sustainability, the relatively modest margin highlights the importance of maintaining disciplined cost management practices and operational efficiencies. It also underscores the need to sustain growth in self-generated revenue through the enhancement of existing revenue streams and the development of new income-generating opportunities, thereby strengthening SANParks' financial resilience and reducing exposure to future economic and operational pressures.

FINANCIAL ANALYSIS

Non-current assets comprise receivables, property, plant and equipment, intangible assets, and heritage assets utilised in the delivery of SANParks' conservation and operational mandate. Total non-current assets increased to R4.0 billion during the year under review, compared to R3.7 billion in the previous financial year. The increase is the result of continued investment in capital projects and infrastructure, including information technology and computer equipment, in line with the organisation's strategic capital requirements.

Current assets include cash and cash equivalents of R2.7 billion, compared to R2.6 billion in the previous financial year, representing an increase of 1.7%. These cash reserves largely comprise funds committed for approved capital projects, reservation liabilities, infrastructure development initiatives and other strategic projects/special projects. The maintenance of these reserves supports SANParks' ability to meet future operational and capital commitments while ensuring financial stability.

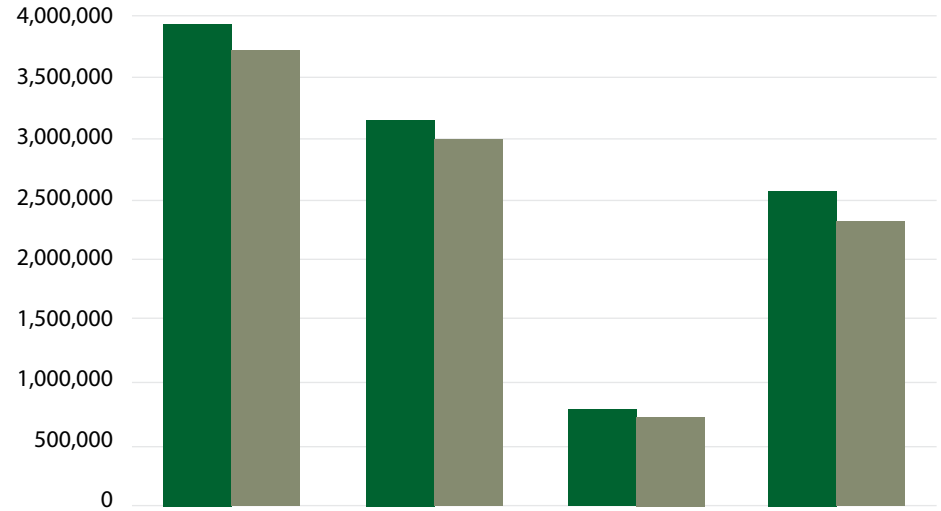
Non-current liabilities increased to R788 million from R759 million in the previous financial year. The increase was primarily driven by growth in employee benefit obligations, as well as an increase in the concessionaire provision relating to residual value obligations that will be settled upon the expiry of concession agreements.

Current liabilities amounted to R2.6 billion, compared to R2.3 billion in the previous financial year. The increase can be attributed to unspent conditional grant balances resulting from additional funding received from the DFFE for infrastructure development projects and flood recovery initiatives in KNP.

SANParks continued to maintain a sound liquidity position. The working capital ratio of 1.23:1 indicates that current assets exceed current liabilities and demonstrates the organisation's ability to meet its short-term obligations as they fall due.

Similarly, the acid-test ratio of 1.18:1 reflects SANParks' strong short-term liquidity position, indicating that its liquid assets are sufficient to settle current liabilities without reliance on the realisation of inventories or other less liquid assets. These ratios provide further evidence of the organisation's continued financial sustainability and prudent financial management.

Figure 14: Net Assets



	Non-current Assets	Current Assets	Non-current Liabilities	Current Liabilities
2025-2026	3 953 911	3 140 590	787 623	2 550 990
2024-2025	3 724 045	3 007 076	759 211	2 321 586

SANParks appreciates the continued generosity and support received from donors, funders and strategic conservation partners during the year under review. Although recognised donation revenue decreased to R11.2 million, donor and partner support continued to make a valuable contribution to the management of the conservation estate, including conservation programmes and anti-poaching activities. SANParks will continue to strengthen its resource mobilisation efforts through targeted engagement with corporates, foundations, trusts, international partners and conservation stakeholders. The organisation will also continue enhancing reporting, monitoring and evaluation systems to demonstrate the impact of donor funding and ensure accountability in the use of donor resources.

The SANParks Honorary Rangers, Peace Parks Foundation, WWF and other partner organisations remain important contributors to SANParks' resource mobilisation efforts and to the advancement of its public-good conservation mandate.

The 2025/2026 financial year concluded with SANParks in a strong and sustainable financial position, as a result of prudent financial management, healthy liquidity levels and continued organisational resilience. This was achieved in the face of a challenging operating environment characterised by fiscal constraints, rising costs and increasing demands on conservation and tourism infrastructure.

Tourism and related commercial activities continued to be the primary drivers of financial sustainability during the year. Revenue generated through these activities enabled SANParks to support its conservation mandate, maintain and improve infrastructure, fund critical operational requirements and continue delivering environmental and socio-economic value. The sustained growth in visitor numbers and tourism income highlights the enduring appeal of South Africa's national parks and reinforces the importance of these revenue streams to the organisation's long-term viability.

Looking ahead, financial sustainability remains central to SANParks' strategic direction. Guided by Vision 2040, the organisation is focused on strengthening its resilience through innovation, diversification of revenue sources, enhanced operational efficiency and improved visitor experiences. This long-term vision seeks to ensure that SANParks remains well positioned to fulfil its conservation mandate while continuing to generate lasting value for current and future generations.

REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON SOUTH AFRICAN NATIONAL PARKS

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

1. I have audited the financial statements of South African National Parks set out on pages 221 to 332, which comprise the statement of financial position as at 31 March 2026, statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget with actual information for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.

2. In my opinion, the financial statements present fairly, in all material respects, the financial position of South African National Parks as at 31 March 2026 and its financial performance and cash flows for the year then ended in accordance with the Standards of Generally Recognised Accounting Practice (Standards of GRAP) as issued by the Accounting Standards Board of South Africa and the requirements of the Public Finance Management Act 1 of 1999 (PFMA).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the responsibilities of the auditor-general for the audit of the financial statements section of my report.

4. I am independent of the public entity in accordance with the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.

5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the accounting authority for the financial statements

6. The accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with GRAP and the requirements of the PFMA; and for such internal control as the accounting authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

7. In preparing the financial statements, the accounting authority is responsible for assessing the public entity's ability to continue as a going concern; disclosing, as applicable, matters relating to going concern; and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the public entity or to cease operations, or has no realistic alternative but to do so.

Responsibilities of the auditor-general for the audit of the financial statements

8. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error; and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

9. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report. This description, which is located on page 217, forms part of my auditor's report.

REPORT ON THE ANNUAL PERFORMANCE REPORT

10. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof; I must audit and report on the usefulness and reliability of the reported performance information against predetermined objectives for the selected material performance indicators presented in the annual performance report. The accounting authority is responsible for the preparation of the annual performance report.

11. I selected the following material performance indicators related to outcome goal 1: *Sustainable and integrated conservation of land and seascapes, promoting biodiversity, habitat protection, and cultural heritage within interconnected ecosystems* presented in the annual performance report for the year ended 31 March 2026. I selected those indicators that measure the public entity's performance on its primary mandated functions and that are of significant national, community or public interest.

- Number of hectares secured for inclusion in national parks
- Percentage of parks and marine protected areas assessed with a METT score of ≥ 67%
- Identification and feasibility assessment for indicator and priority species with stable populations across parks completed
- Population trends for penguins, cycads and succulent plants across parks established
- Number of rhinos managed across national parks
- Number of hectares receiving clearing of invasive plant species
- Number of wetlands under rehabilitation
- Feasibility assessment for significant cultural heritage products in MLLs completed

12. I evaluated the reported performance information for the selected material performance indicators against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the public entity's planning and delivery on its mandate and objectives.

13. I performed procedures to test whether:

- the indicators used for planning and reporting on performance can be linked directly to the public entity's mandate and the achievement of its planned objectives
- all the indicators relevant for measuring the public entity's performance against its primary mandated and prioritised functions and planned objectives are included
- the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that I can confirm the methods and processes to be used for measuring achievements
- the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
- the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents
- the reported performance information is presented in the annual performance report in the prescribed manner
- there is adequate supporting evidence for the achievements reported and for the reasons provided for any over- or underachievement of targets taken to improve performance.

14. I performed the procedures to report material findings only; and not to express an assurance opinion or conclusion.

15. I did not identify any material findings on the reported performance information for the selected indicators.

Other matters

16. I draw attention to the matter below.

ACHIEVEMENT OF PLANNED TARGETS

17. The annual performance report includes information on reported achievements against planned targets and provides explanations for over- or under- achievements.

REPORT ON COMPLIANCE WITH LEGISLATION

18. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting authority is responsible for the public entity's compliance with legislation.

19. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.

20. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the public entity, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.

21. The material findings on compliance with the selected legislative requirements, presented per compliance theme, are as follows:

REVENUE MANAGEMENT

22. Effective and appropriate steps were not taken to collect all revenue due, as required by section 51(1)(b)(i) of the PFMA.

OTHER INFORMATION IN THE ANNUAL REPORT

23. The accounting authority is responsible for the other information included in the annual report. The other information referred to does not include the financial statements, the auditor's report and those selected material indicators in the scoped-in outcome presented in the annual performance report that have been specifically reported on in this auditor's report.

24. My opinion on the financial statements and my reports on the audit of the annual performance report and compliance with legislation do not cover the other information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.

25. My responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the financial statements and the selected material indicators in the scoped-in outcome presented in the annual performance report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

26. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

INTERNAL CONTROL DEFICIENCIES

27. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.

28. The matter reported below is limited to significant internal control deficiencies that resulted in a material finding on compliance with legislation included in this report.

29. Management did not maintain proper records in a timely and consistent manner to ensure that complete, relevant, and accurate information is readily available to demonstrate compliance with applicable laws and regulations.

Auditor - General

Pretoria

01 August 2026

AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence



ANNEXURE TO THE AUDITOR'S REPORT

The annexure includes the following:

- The auditor-general's responsibility for the audit
- The selected legislative requirements for compliance testing

AUDITOR-GENERAL'S RESPONSIBILITY FOR THE AUDIT

Professional judgement and professional scepticism

As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected material performance indicators and on the public entity's compliance with selected requirements in key legislation.

Financial statements

In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the public entity's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made
- conclude on the appropriateness of the use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the public entity to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause a public entity to cease operating as a going concern
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communication with those charged with governance

I communicate with the accounting authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the accounting authority with a statement that I have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

COMPLIANCE WITH LEGISLATION - SELECTED LEGISLATIVE REQUIREMENTS

The selected legislative requirements are as follows:

Legislation	Sections or regulations
Public Finance Management Act 1 of 1999	Sections 51(1)(b)(i); 51(1)(b)(ii); 51(1)(e)(iii); 53(4); 54(2)(c); 54(2)(d); 55(1)(a); 55(1)(b); 55(1)(c)(i); 56; 57(b); 66(3)(c); 66(5)
Treasury Regulations, 2005	Regulations 16A3.2; 16A3.2(a); 16A6.1; 16A6.2(a); 16A6.2(b); 16A6.3(a); 16A6.3(a); 16A6.3(b); 16A6.3(c); 16A6.3(e); 16A6.4; 16A6.5; 16A6.6; 16A.7.1; 16A.7.3; 16A.7.6; 16A8.3; 16A8.4; 16A9.1(b)(ii); 16A 9.1(d); 16A9.1(e); 16A9.1(f); 16A9.2; 16A9.2(a)(ii); 30.1.1; 31.1.2(c); 30.1.3(a); 30.1.3(b); 30.1.3(d); 30.2.1; 31.2.1; 31.2.5; 31.2.7(a); 31.3.3; 32.1.1(a); 32.1.1(b); 32.1.1(c); 33.1.1; 33.1.3
Construction Industry Development Board Act 38 of 2000	Section 18(1)
Construction Industry Development Board Regulations, 2004	Regulations 17; 25(7A)
National Treasury Instruction No. 5 of 2020/21	Paragraphs 4.8; 4.9; 5.3
Second Amendment National Treasury Instruction No. 5 of 2020/21	Paragraph 1
Erratum National Treasury Instruction No. 5 of 2020/21	Paragraph 2
National Treasury Instruction No. 1 of 2021/22	Paragraph 4.1
National Treasury Instruction No. 4 of 2015/16	Paragraph 3.4

Legislation	Sections or regulations
National Treasury SCM Instruction No. 4A of 2016/17	Paragraph 6
National Treasury SCM Instruction No. 3 of 2021/22	Paragraphs 4.1; 4.2(b); 4.3; 4.4; 4.4(a); 4.17; 7.2; 7.6
National Treasury SCM Instruction No. 11 of 2020/21	Paragraphs 3.4(a); 3.4(b); 3.9
National Treasury SCM Instruction No. 2 of 2021/22	Paragraphs 3.2.1; 3.2.4; 3.2.4(a); 3.3.1
National Treasury Practice Note 5 of 2009/10	Paragraphs 3.3
National Treasury Practice Note 7 of 2009/10	Paragraphs 4.1.2
Preferential Procurement Policy Framework Act 5 of 2000	Sections 1; 2.1(a); 2.1(f)
Preferential Procurement Regulations, 2022	Regulations 4.1; 4.2; 4.3; 4.4; 5.1; 5.2; 5.3; 5.4
Preferential Procurement Regulations, 2017	Regulations 4.1; 4.2; 5.1; 5.3; 5.6; 5.7; 6.1; 6.2; 6.3; 6.6; 6.8; 7.1; 7.2; 7.3; 7.6; 7.8; 8.2; 8.5; 9.1; 10.1; 10.2; 11.1; 11.2
Prevention and Combating of Corrupt Activities Act 12 of 2004	Section 34(1)

REPORT OF THE AUDIT AND RISK COMMITTEE

We are pleased to present our report for the financial year ended 31 March 2026.

Audit and Risk Committee

The Committee primarily oversees the integrity of the entity's financial reporting, monitors the quality and integrity of the entity's financial statements, and reviews the entity's internal controls and risk management.

The Committee consists of five independent non-executive members, as well as a representative of the Department of Forestry, Fisheries and the Environment. Members of management, as well as internal and external audit representatives, are permanent invitees to Audit and Risk Committee meetings.

During 2025/2026, the Committee reviewed SANParks' financial reports and both internal and external audit reports. The Chairperson of the Committee reported to the Board every quarter on how the Committee discharged its responsibilities contained in the audit charter.

Internal Audit and the Effectiveness of Internal Controls

The Accounting Authority is obliged, in terms of the PFMA, to ensure that the entity maintains an effective, efficient, and transparent system of financial and risk management and internal control.

In line with the PFMA, Internal Audit is expected to provide the Audit and Risk Committee, as well as Management with assurance that internal controls are appropriate and effective. This is achieved by means of the risk management process, identification of corrective actions, and suggested enhancements to controls and processes.

SANParks has adopted a co-sourced model to conduct its internal audit function. In the 2025/2026 financial year, the Internal Audit unit concluded 91% of its planned audits.

The internal audit function has undergone an external quality assessment review which indicated that the function is "generally conforming" with the International Standards for the Professional Practice of Internal Auditing. As part of the assessment, a gap analysis was conducted against the Global Internal Auditing Standards, which came into effect on 9 January 2025. The gaps identified were addressed during the 2025/2026 financial year.

Based on the audit results, the adequacy and effectiveness of internal controls were generally deemed to be adequate, but ineffective in ensuring achievement of SANParks' objectives as most of the audits were concluded with a "some improvement required" conclusion.

To ensure that the designed controls within the organisation function as intended, there is a need to strengthen and capacitate the following areas:

- Infrastructure projects and maintenance,
- Supply chain management and contracts management,
- Internal financial controls,
- Human resources management, and
- Information technology data governance.

Management has identified the need to improve and implement continuous monitoring within the organisation to ensure compliance with key legislative prescripts. Both the Internal and external audit action plans and recommendations should be timeously implemented to ensure the effectiveness of the improved controls over a reasonable period.

In-Year Management and Monthly/Quarterly Reporting

The Audit and Risk Committee noted and reviewed management's compliance with the reporting requirements of the Public Finance Management Act (PFMA) and National Treasury Regulations relating to monthly and quarterly reporting. Throughout the reporting period, management submitted the required financial and non-financial performance reports to the National Treasury and the Executive Authority within the prescribed timeframes.

The Committee received regular updates on the entity's financial performance, budget expenditure, cash flow position, revenue generation, key risks, and operational performance

against approved targets. The Committee was satisfied that these reports provided management and oversight structures with appropriate information to support decision-making, monitor organisational performance, and identify emerging risks requiring management intervention. Where reporting deficiencies or variances were identified, management was requested to provide explanations and implement corrective actions to strengthen financial and performance management.

Evaluation of Annual Financial Statements

The Audit and Risk Committee reviewed the Annual Financial Statements of the public entity for the year ended 31 March 2026 and is satisfied that they have been prepared in all material respects in accordance with the applicable accounting standards, the PFMA, National Treasury Regulations, and other relevant legislative and regulatory requirements.

In fulfilling its oversight responsibilities, the Committee considered the significant accounting policies, key accounting estimates and judgments, material disclosures, and the overall presentation of the Annual Financial Statements. The Committee engaged with management and the external auditors on significant financial reporting matters and reviewed the outcomes of the external audit process.

Based on the information presented and the assurance provided by management, Internal Audit, and the Auditor-General of South Africa (AGSA), the Committee is of the opinion that the Annual Financial Statements fairly present the financial position, financial performance, and cash flows of the public entity and recommends their approval by the Accounting Authority.

Auditor's Report

The Audit and Risk Committee considered and reviewed the report of the Auditor-General of South Africa (AGSA) on the Annual Financial Statements of the entity for the year under review. The Committee engaged with management and the external auditors to understand the audit outcomes, significant matters raised, and the impact thereof on the financial statements and the overall control environment of the entity.

The Committee noted the Auditor-General's findings and assessed management's progress in implementing corrective actions in response to prior-year audit findings. The Committee is satisfied that substantial progress has been made in addressing audit matters previously reported by the Auditor-General. However, the Committee noted the continued finding relating to revenue management, specifically the collection of outstanding accounts, and emphasised the need for management to implement sustainable measures aimed at improving debt recovery and strengthening controls over receivables management.

The Committee is satisfied that the Auditor-General conducted the audit in accordance with the relevant auditing standards and statutory requirements and provided an independent opinion on the Annual Financial Statements of the entity.

Having reviewed and considered the Auditor-General's Report, the Audit and Risk Committee concurs with and accepts the conclusions contained therein. The Committee is of the opinion that the audited Annual Financial Statements should be accepted and read together with the report of the Auditor-General of South Africa.



Mr. Raymond Maboe

Chairperson of the Audit and Risk Committee

South African National Parks

Date: 11 August 2026

GENERAL INFORMATION

Country of incorporation and domicile	South Africa
Legal form of entity	Schedule 3, Part A (National Public Entities) - Item 25 of the Public Finance Management Act (PFMA), Act 1 of 1999. Or Include Legal Mandate and then NEMPAA
Nature of business and principal activities	SANParks' mandate is to conserve, protect, control, and manage national parks and other pre-defined protected areas and their biological diversity (biodiversity).
Members	Ms B Ferguson - Interim Chairperson of the Board Dr S L Masuku - Board member Ms N R Nxele - Board member Mr M Mongane - Board member Ms H Mushiane - Board member Chief L Matsila - Board member Ms C Warburton - Board member Mr T I Bouwer - Board member Mr R Maboe - ARC Chair Mr A Latchu - Board member Ms G Mathebula - Board member Ms H Sello - CEO Ms K Silubane - ACFO
Registered office	643 Leyds Street Muckleneuk Pretoria South Africa 0002
Business address	643 Leyds Street Muckleneuk Pretoria South Africa 0002
Postal address	PO Box 787 Pretoria 0001
Controlling entity	Department of Forestry, Fisheries and the Environment (DFFE)
Bankers	First National Bank 1 First Place, 7th Floor Bank City, Johannesburg, 2000
Auditors	Auditor General of South Africa
Board Support	Ms Bukiwe Sangqu

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STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY OF THE ANNUAL REPORT

As a Schedule 3A public entity that is bound by the National Environment Management: Protected Areas Act, 57 of 2003, the Board of SANParks is required to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is the responsibility of the members to ensure that the annual financial statements fairly present the state of affairs of the entity as at the end of the financial year and the results of its operations and cash flows for the period then ended. The external auditors are engaged to express an independent opinion on the annual financial statements and were given unrestricted access to all financial records and related data.

The annual financial statements have been prepared in accordance with Standards of Generally Recognised Accounting Practice (GRAP) including any interpretations, guidelines and directives issued by the Accounting Standards Board.

The annual financial statements are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The Board acknowledges that they are ultimately responsible for the system of internal financial control established by the entity and places considerable importance on maintaining a strong control environment. To enable the Board to meet these responsibilities, it sets standards for internal control aimed at reducing the risk of error or deficit in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the entity and all employees are required to maintain the highest ethical standards in ensuring the entity's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the entity is on identifying, assessing, managing and monitoring all known forms of risk across the entity. While operating risk cannot be fully eliminated, the entity endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The Board is of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or deficit.

The Board has reviewed the entity's cash flow forecast for the period to 31 March 2026 and, in the light of this review and the current financial position, they are satisfied that the entity has or has access to adequate resources to continue in operational existence for the foreseeable future.

The annual financial statements are prepared on the basis that the entity is a going concern and that the entity has neither the intention nor the need to liquidate or curtail materially the scale of the entity.

Although the Board are primarily responsible for the financial affairs of the entity, they are supported by the entity's external auditors.

The annual financial statements set out on page 221, which have been prepared on the going concern basis, were approved by the Board on 31 July 2026 and were signed on its behalf by:

Ms H Sello
Chief Executive Officer
Date: 31 July 2026

Pretoria

Ms B Ferguson
Interim Chairperson of the Board
Date: 31 July 2026

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2026

	Note(s)	31 March 2026	31 March 2025 Restated*
		'000	'000
Assets			
Current Assets			
Inventories	2	121,177	90,080
Receivables from exchange transactions	3	311,516	255,631
Cash and cash equivalents	4	2,707,897	2,661,365
		3,140,590	**3,007,076**
Non-Current Assets			
Receivables from exchange transactions	3	155,637	155,285
Property, plant and equipment	5	2,880,157	2,651,615
Intangible assets	6	7,718	8,441
Heritage assets	7	910,399	908,704
		3,953,911	**3,724,045**
Total Assets		**7,094,501**	**6,731,121**
Liabilities			
Current Liabilities			
Finance lease obligation	10	21,428	23,003
Payables from exchange transactions	11	442,493	424,361
Accrued leave	12	107,225	89,944
Employee benefit obligation	13	44,763	42,797
Unspent conditional grants and receipts	14	1,127,733	984,807
Provisions	15	199,700	196,195
Reservation deposits	16	607,648	560,479
		2,550,990	**2,321,586**
Non-Current Liabilities			
Finance lease obligation	10	56,253	86,563
Employee benefit obligation	13	576,435	522,395
Provisions	15	154,935	150,253
		787,623	**759,211**
Total Liabilities		**3,338,613**	**3,080,797**
Net Assets		**3,755,888**	**3,650,324**
Accumulated surplus		3,755,888	3,650,324
Total Net Assets		**3,755,888**	**3,650,324**

* See Note 41 & 43

STATEMENT OF FINANCIAL PERFORMANCE

	Note(s)	31 March 2026 '000	31 March 2025 Restated *'000
Revenue			
Revenue from Exchange Transactions			
Tourism, retail, concession and other	17	3,217,713	2,825,955
Sales - fauna and flora	18	17,640	7,333
Other operating income	19	107,729	109,906
Interest income	20	133,044	128,220
Total revenue from exchange transactions		**3,476,126**	**3,071,414**
Revenue from Non-Exchange Transactions			
Transfer Revenue			
Government grants and other funding	21	913,294	998,387
Donations	22	11,171	33,199
Total Revenue from Non-Exchange Transactions		**924,465**	**1,031,586**
Total Revenue		**4,400,591**	**4,103,000**
Expenditure			
Employee related costs	23	(2,066,711)	(1,768,410)
Depreciation and amortisation	24	(170,420)	(162,884)
Finance costs	25	(9,179)	(6,812)
Operating lease payments	26	(72,513)	(28,669)
Cost of sales	27	(352,824)	(346,681)
Gain/(Loss) on disposal of assets	28	(10,956)	(4,270)
Operating expenses	29	(1,570,583)	(1,442,151)
Total Expenditure		**(4,253,186)**	**(3,759,877)**
Surplus (deficit)		**147,405**	**343,123**
Actuarial (gains)/losses	13	35,703	32,167
Surplus for the Period		**111,702**	**310,956**

STATEMENT OF CHANGES IN NET ASSETS

	Accumulated surplus / deficit	Total net assets
	'000	'000
Balance at 01 April 2024	**3,339,368**	**3,339,368**
Changes in net assets Surplus for the period	310,956	310,956
Total changes	310,956	310,956
Opening balance as previously reported	3,650,324	3,650,324
Adjustments Change in accounting policy 41	(6,138)	(6,138)
Restated* Balance at 01 April 2025 as Restated*	**3,644,186**	**3,644,186**
Changes in net assets		
Surplus for the period	111,702	111,702
Total changes	111,702	111,702
Balance at 31 March 2026	**3,755,888**	**3,755,888**

Note(s)



Augrabies Falls National Park Waterfall

CASH FLOW STATEMENT

	Note(s)	31 March 2026 '000	31 March2025 Restated* '000
Cash Flows from Operating Activities			
Receipts			
Cash receipts from exchange transactions		3,263,390	2,908,739
Cash receipts from non-exchange transactions		1,062,821	615,914
Interest income		133,044	128,220
		4,459,255	**3,652,873**
Payments			
Employee costs		(2,025,709)	(1,677,810)
Suppliers		(1,933,461)	(1,639,425)
Finance costs		(23)	(23)
		(3,959,193)	**(3,317,258)**
Net Cash Flows from Operating Activities	32	**500,062**	**335,615**
Cash Flows from Investing Activities			
Purchase of property, plant and equipment	5	(434,994)	(393,366)
Proceeds from sale of property, plant and equipment	5	42,683	419
Purchase of heritage assets	7	(1,695)	(20,620)
Net Cash Flows from Investing Activities		**(394,006)**	**(413,567)**
Cash Flows from Financing Activities			
Finance lease payments		(50,368)	(15,126)
Finance costs		(9,156)	(6,789)
Net Cash Flows from Financing Activities		**(59,524)**	**(21,915)**
Net Increase/ (Decrease) in Cash and Cash Equivalents		**46,532**	**(99,867)**
Cash and cash equivalents at the beginning of the year		2,661,365	2,761,232
Cash and Cash Equivalents at the end of the Year	4	**2,707,897**	**2,661,365**

The accounting policies on pages 229 to 263 and the notes on pages 264 to 332 form an integral part of the annual financial statements.

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS

Budget on Accrual Basis	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Reference
	'000	'000	'000	'000	'000	
Statement of Financial Performance						
Revenue						
Revenue from Exchange Transactions						
Tourism, retail, concession and other	2,746,359	383,733	3,130,092	3,217,713	87,621	
Sales - fauna and flora	15,109	-	15,109	17,640	2,531	
Other operating income	155,205	(59,570)	95,635	107,729	12,094	
Interest income	156,342	(38,487)	117,855	133,044	15,189	
Total Revenue from Exchange Transactions	**3,073,015**	**285,676**	**3,358,691**	**3,476,126**	**117,435**	Note 44 (A)
Revenue from Non-Exchange Transactions						
Transfer Revenue						
Government grants and other funding	1,159,141	(146,806)	1,012,335	913,294	(99,041)	Note 44 (B)
Donations	40,951	(10,951)	30,000	11,171	(18,829)	Note 44 (C)
Total Revenue from Non-Exchange Transactions	**1,200,092**	**(157,757)**	**1,042,335**	**924,465**	**(117,870)**	
Total Revenue	**4,273,107**	**127,919**	**4,401,026**	**4,400,591**	**(435)**	
Expenditure						
Employee related costs	(1,917,256)	(133,906)	(2,051,162)	(2,066,711)	(15,549)	Note 44 (D)
Depreciation and amortisation	(158,768)	(37,225)	(195,993)	(170,420)	25,573	Note 44 (E)
Finance costs	(18,257)	-	(18,257)	(9,179)	9,078	Note 44 (F)
Operating lease payments	(57,204)	-	(57,204)	(72,513)	(15,309)	Note 44 (G)
Cost of sales	(392,861)	42,317	(350,544)	(352,824)	(2,280)	Note 44 (H)
Operating expenses	(1,728,745)	895	(1,727,850)	(1,570,583)	157,267	Note 44 (I)
Total Expenditure	**(4,273,091)**	**(127,919)**	**(4,401,010)**	**(4,242,230)**	**158,780**	
Operating Surplus	**16**	**-**	**16**	**158,361**	**158,345**	
Gain/(Loss) on disposal of assets	(16)	-	(16)	(10,956)	(10,940)	Note 44 (J)
Surplus for the Year	**-**	**-**	**-**	**147,405**	**147,405**	
Actuarial (gains)/losses	-	-	-	35,703	35,703	Note 44 (K)
Actual Amount on Comparable Basis as Presented in the Budget and Actual Comparative Statement	**-**	**-**	**-**	**111,702**	**111,702**	

SIGNIFICANT ACCOUNTING POLICIES

1. PRESENTATION OF ANNUAL FINANCIAL STATEMENTS

The annual financial statements have been prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP), including any interpretations and directives issued by the Accounting Standards Board in accordance with Section 89(1) of the Public Finance Management Act, (Act No 1 of 1999).

These annual financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention as the basis of measurement, unless specified otherwise. They are presented in South African Rand.

In the absence of an issued and effective Standard of GRAP, accounting policies for material transactions, events or conditions were developed in accordance with paragraphs 8, 10 and 11 of GRAP 3 as read with Directive 5.

Assets, liabilities, revenues and expenses were not offset, except where offsetting is either required or permitted by a Standard of GRAP.

A summary of the significant accounting policies, which have been consistently applied in the preparation of these annual financial statements, are disclosed below.

1.1 PRESENTATION CURRENCY

These annual financial statements are presented in South African Rand, which is the functional currency of the entity.

1.2 GOING CONCERN ASSUMPTION

These annual financial statements have been prepared based on the expectation that the entity will continue to operate as a going concern for at least the next 12 months.

1.3 SIGNIFICANT JUDGEMENTS AND SOURCES OF ESTIMATION UNCERTAINTY

In preparing the annual financial statements, management is required to make estimates and assumptions that affect the amounts represented in the annual financial statements and related disclosures. Use of available information and the application of judgement is inherent in the formation of estimates. Actual results in the future could differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. The effect of changes in estimates are accounted for on a prospective basis. Significant judgements include:

Provisions

Provisions were raised and management determined an estimate based on the information available. Additional disclosure of these estimates of provisions are included in the notes. Provisions are measured at management's best estimate of the expenditure required to settle the obligation at the reporting date.

Post-retirement benefits

The present value of the post-retirement obligation depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost (income) include the discount rate. Any changes in these assumptions will impact on the carrying amount of post-retirement obligations.

The entity determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations. In determining the appropriate discount rate, the entity considers the interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating the terms of the related pension liability.

Other key assumptions for pension obligations are based on current market conditions.

1.3 SIGNIFICANT JUDGEMENTS AND SOURCES OF ESTIMATION UNCERTAINTY (CONTINUED)

Accounting for adjustments to revenue

Determining whether an adjustment to revenue charged in terms of legislation or similar means is a correction of an error or a change in an accounting estimate requires the application of judgement by management. When adjustments to revenue already recognised arise from new information that becomes known to the entity, the following considerations are applied to determine whether the adjustment to revenue already recognised is a correction of an error or a change in an accounting estimate:

a. If information becomes known to the entity, and the entity could reasonably have been expected to know of the information and/or the information used was incorrect, the adjustment to revenue is likely to be a correction of an error.

b. If information becomes known to the entity, but the entity could not reasonably have been expected to know of this information when the revenue was charged, the adjustment to revenue is likely to be a change in an accounting estimate.

Definition of an asset not being met for living resources or a group of living resources

Key judgements made and assumptions applied to conclude that the definition of an asset is not met are disclosed in the notes.

Impairment of receivables before 1 April 2025

In determining whether an impairment loss should be recognised, judgement is made as to whether there were observable data indicating a measurable decrease in the estimated future cash flows from receivables. Where there is objective evidence of impairment loss, the present value of the future cash flows discounted at the original effective interest rate is determined and compared to the carrying value of receivables

Heritage assets

Management has used judgement in applying the initial recognition criteria of GRAP 103 to land obtained from non-exchange transactions and other heritage assets which originate from National Parks and derive their significance from their association with a National Park.

The heritage value of National Parks is derived from the NEMPA (National Environmental Management Protected Areas) Act which is primarily to protect these areas; prevent exploitation or occupation inconsistent with the protection of the ecological integrity of these areas; provide spiritual, scientific, educational, recreational and tourism opportunities which are environmentally compatible and contribute to economic development, where feasible. This land is an inalienable item (withdrawal as a National Park and protected area in terms of the NEMPA Act is only by resolution of the National Assembly and/or the Minister depending on the circumstances), therefore none of National Parks have been disposed. Also due to the size and magnitude of National Parks, The entity and the Office of the Valuer General (under the Department of Rural Development and Land Reform) is not aware of any market to buy and sell National Parks or any other valuation method or technique that is available to measure National Parks. Therefore based on these judgements made, The entity's land acquired from non-exchange transactions could not be recognised in the Annual Financial Statements.

Impairment of cash generating assets

Judgements made by management in applying the criteria to designate assets as cash-generating assets or non-cash generating assets, are as follows:

The designation of assets as cash and non-cash generating assets is based on how the assets are used, as required by the standards of impairment. For the majority of the assets held by the entity, the objective of using these assets is for service delivery purposes, rather than for a commercial return.

1.3 SIGNIFICANT JUDGEMENTS AND SOURCES OF ESTIMATION UNCERTAINTY (CONTINUED)

The assessment of buildings used for rental accommodation (including tented and timber structures), restaurant buildings, shop buildings, buildings that are tented and timber structures is park and demand driven. In line with the entities' Responsible Tourism, there is rental accommodation that is used to generate cash flows, which are significantly higher than the cost of the asset. Their use is to maximise commercialisation. Some accommodation will fall under accommodation used for service delivery purposes, as it is regarded as 'budget accommodation', which is meant to be accessible to all. This type of accommodation is not used to generate positive cash flows, which are significantly higher than the cost of the asset. The smaller camps merely breakeven therefore the restaurants and shops are being used for service delivery. The entity assesses at each reporting date whether there is any indication that an asset may be impaired. If any such indication exists, The entity estimates the recoverable amount of the asset. The recoverable amount of cash generating assets or a cash-generating unit is determined on the higher of its fair value less costs to sell and its value in use. These calculations require the use of estimates and assumptions. When estimating the value in use of an asset, the entity estimates the future cash inflows and outflows to be derived from continuing use of the asset and from its ultimate disposal and the entity applies an appropriate discount rate to those future cash flows.

Impairment of non-cash generating assets

The entity assesses at each reporting date whether there is any indication that a non-cash-generating asset may be impaired. If any such indication exists, the entity estimates the recoverable service amount of the asset. These calculations require the use of estimates and assumptions.

1.4 INVENTORIES

The entity's inventories include consumables, retail goods and fuel.

Inventories are initially measured at cost except where inventories are acquired through a non-exchange transaction, then their costs are their fair value as at the date of acquisition.

Subsequently inventories are measured at the lower of cost and net realisable value. SANParks deems the net realisable value to be the selling price less any sales related costs.

Inventories are measured at the lower of cost and current replacement cost where they are held for:

- distribution at no charge or for a nominal charge; or
- consumption in the production process of goods to be distributed at no charge or for a nominal charge.

Recognition

Inventories shall be recognised as an asset if, and only if:

- it is probable that future economic benefits or service potential associated with the item will flow to the entity; and
- the cost of the inventories can be measured reliably.

Net realisable value is the estimated selling price in the ordinary course of operations less the estimated costs of completion and the estimated costs necessary to make the sale, exchange or distribution.

Current replacement cost is the cost the entity incurs to acquire the asset on the reporting date.

The cost of inventories comprises of all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

1.4 INVENTORIES (CONTINUED)

The cost of inventories of items that are not ordinarily interchangeable and goods or services produced and segregated for specific projects is assigned using specific identification of the individual costs.

The cost of inventories is assigned using the first-in, first-out (FIFO) formula. The same cost formula is used for all inventories having a similar nature and use to the entity.

When inventories are sold, the carrying amounts of those inventories are recognised as an expense in the period in which the related revenue is recognised. If there is no related revenue, the expenses are recognised when the goods are distributed, or related services are rendered. The amount of any write-down of inventories to net realisable value or current replacement cost and all losses of inventories are recognised as an expense in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories, arising from an increase in net realisable value or current replacement cost, are recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

1.5 FINANCIAL INSTRUMENTS

A financial instrument is any contract that gives rise to a financial asset of one the entity and a financial liability or a residual interest of another the entity.

A concessionary loan is a loan granted to or received by the entity on terms that are not market related.

A financial asset is:

- cash;
- a residual interest of another entity; or
- a contractual right to:
  - receive cash or another financial asset from another entity; or
  - exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to entity.

A financial liability is any liability that is a contractual obligation to:

- deliver cash or another financial asset to another entity; or
- exchange financial assets or financial liabilities under conditions that are potentially unfavourable to entity.

A financial asset is past due when a counterparty has failed to make a payment when contractually due.

Transaction costs are incremental costs that are directly attributable to the acquisition, issue or disposal of a financial asset or financial liability. An incremental cost is one that would not have been incurred if the entity had not acquired, issued or disposed of the financial instrument.

Financial instruments at amortised cost are non-derivative financial assets or non-derivative financial liabilities that have fixed or determinable payments, excluding those instruments that:

- the entity designates at fair value at initial recognition; or
- are held for trading.

Financial instruments at cost are investments in residual interests that do not have a quoted market price in an active market, and whose fair value cannot be reliably measured.

The amortised cost of a financial asset or financial liability is the amount at which the financial asset or financial liability is measured at initial recognition minus principal repayments, plus or minus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, and minus any reduction (directly or through the use of an allowance account) for impairment or uncollectibility.

1.5 FINANCIAL INSTRUMENTS (CONTINUED)

The effective interest method is a method of calculating the amortised cost of a financial asset or a financial liability (or group of financial assets or financial liabilities) and of allocating the interest income or interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability. When calculating the effective interest rate, The entity shall estimate cash flows considering all contractual terms of the financial instrument (for example, prepayment, call and similar options) but shall not consider future credit losses. The calculation includes all fees and points paid or received between parties to the contract that are an integral part of the effective interest rate (see the Standard of GRAP on Revenue from Exchange Transactions), transaction costs, and all other premiums or discounts. There is a presumption that the cash flows and the expected life of a group of similar financial instruments can be estimated reliably. However, in those rare cases when it is not possible to reliably estimate the cash flows or the expected life of a financial instrument (or group of financial instruments), the entity shall use the contractual cash flows over the full contractual term of the financial instrument (or group of financial instruments).

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation.

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

Liquidity risk is the risk encountered by an entity in the event of difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market.

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable willing parties in an arm's length transaction.

Derecognition is the removal of a previously recognised financial asset or financial liability from the entity's statement of financial position.

Classification

The entity has the following types of financial assets (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

Class	Category
Cash and cash equivalents	Financial asset measured at amortised cost
Receivables from exchange transactions	Financial asset measured at amortised cost
Receivables from non-exchange transactions	Financial asset measured at amortised cost

The entity has the following types of financial liabilities (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

Class	Category
Trade and other payables from exchange transactions	Financial liability measured at amortised cost

Initial recognition

The entity recognises a financial asset or a financial liability in its statement of financial position when the entity becomes a party to the contractual provisions of the instrument.

1.5 FINANCIAL INSTRUMENTS (CONTINUED)

The entity recognises financial assets using trade date accounting.

Initial measurement of financial assets and financial liabilities

The entity measures a financial asset and financial liability initially at its fair value plus transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

The entity measures a financial asset and financial liability initially at its fair value [if subsequently measured at fair value].

Subsequent measurement of financial assets and financial liabilities

The entity measures all financial assets and financial liabilities after initial recognition using the following categories: Financial instruments at amortised cost.

All financial assets measured at amortised cost, or cost, are subject to an impairment review.

Gains and losses

For financial assets and financial liabilities measured at amortised cost or cost, a gain or loss is recognised in surplus or deficit when the financial asset or financial liability is derecognised or impaired, or through the amortisation process.

Impairment and uncollectibility of financial assets

The entity assesses at the end of each reporting period whether there is any objective evidence that a financial asset or group of financial assets is impaired.

Financial assets measured at amortised cost:

If there is objective evidence that an impairment loss on financial assets measured at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account. The amount of the loss is recognised in surplus or deficit.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed by adjusting an allowance account. The reversal does not result in a carrying amount of the financial asset that exceeds what the amortised cost would have been had the impairment not been recognised at the date the impairment is reversed. The amount of the reversal is recognised in surplus or deficit.

Derecognition Financial assets

The entity derecognises financial assets using trade date accounting.

The entity derecognises a financial asset only when:

- the contractual rights to the cash flows from the financial asset expire, are settled or waived;
- entity transfers to another party substantially all of the risks and rewards of ownership of the financial asset; or
- the entity, despite having retained some significant risks and rewards of ownership of the financial asset, has transferred control of the asset to another party and the other party has the practical ability to sell the asset in its entirety to an unrelated third party, and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer. In this case, the entity :
  - derecognise the asset; and
  - recognise separately any rights and obligations created or retained in the transfer.

On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received is recognised in surplus or deficit.

Financial liabilities

The entity removes a financial liability (or a part of a financial liability) from its statement of financial position when it is extinguished — i.e. when the obligation specified in the contract is discharged, cancelled, expires or waived.

An exchange between an existing borrower and lender of debt instruments with substantially different terms is accounted for as having extinguished the original financial liability and a new financial liability is recognised. Similarly, a substantial modification of the terms of an existing financial liability or a part of it is accounted for as having extinguished the original financial liability and having recognised a new financial liability.

The difference between the carrying amount of a financial liability (or part of a financial liability) extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in surplus or deficit. Any liabilities that are waived, forgiven or assumed by another entity by way of a non-exchange transaction are accounted for in accordance with the Standard of GRAP on Revenue from Non-exchange Transactions (Taxes and Transfers).

Presentation

Interest relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit.

Losses and gains relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit.

A financial asset and a financial liability are only offset and the net amount presented in the statement of financial position when the entity currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

1.6 FINANCIAL INSTRUMENTS - GRAP 104 (REVISED 2019) - CURRENT POLICY FOR PERIODS AFTER 1 APRIL 2025

The entity has various types of financial instruments, broadly categorised as either financial assets or financial liabilities. A financial instrument is recognised if the entity becomes a party to the contractual provisions of the instrument.

The entity uses trade date accounting for both financial assets and financial liabilities.

Classification

Classification of financial assets

A financial asset is any asset that is a cash or contractual right to receive cash. In accordance with GRAP 104 the Financial Assets of the entity are classified as follows allowed by the standard:

a. financial asset at amortised cost being a non-derivative financial asset with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months, which are classified as non-current assets.

The entity's financial assets are measured at amortised cost if both of the following conditions are met:

a. the financial asset is held within a management model whose objective is to hold financial assets in order to collect contractual cash flows; and

b. the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

For the purpose of applying (b) above:

- Principal is the fair value of the financial asset at initial recognition

1.6 FINANCIAL INSTRUMENTS - GRAP 104 (REVISED 2019) - CURRENT POLICY FOR PERIODS AFTER 1 APRIL 2025 (CONTINUED)

- Interest consists of consideration for the time value of money, for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs, as well as a profit margin.

The entity has the following types of financial assets as reflected on the face of the Statement of Financial Position or in the notes thereto:

Class	Category
Cash and cash equivalents	Financial asset measured at amortised cost
Receivables from exchange transactions	Financial asset measured at amortised cost

Classification of financial liabilities

A financial liability is a contractual obligation to deliver cash or another financial asset to another entuty. The entity's financial liabilities are categorised as financial liabilities measured at amortised cost.

The entity has the following types of financial assets as reflected on the face of the Statement of Financial Position or in the notes thereto:

Class	Category
Trade and other payables from exchange transactions	Financial liability measured at amortised cost

Measurement

Initial measurement

The entity measures receivables and payables at their transaction price if they do not contain a material financing transaction, the entity measures a financial asset or financial liability at its fair value plus or minus transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

Subsequent measurement of financial assets

After initial recognition, the entity measures a financial asset at:

(a) amortised cost;

The entity applies the impairment requirements in paragraphs 5.17 to 5.35 to financial assets measured at amortised cost in accordance with paragraph 4.2 as detailed in the paragraphs below.

Subsequent measurement of financial liabilities

After initial recognition, SANParks measures financial liability at amortised cost.

Amortised cost measurement

Financial assets

Effective interest method

Interest revenue is calculated by using the effective interest method. This is calculated by applying the effective interest rate to the gross carrying amount of a financial asset.

Write-off

Upon write-off, the entity shall directly reduce the gross carrying amount with the approved amount for write off, the loss allowance is reduced by the portion previously recognised for that specific asset, and any remaining difference between the gross carrying amount written off and the reduction in the loss allowance is recognised immediately in surplus or deficit.

1.6 FINANCIAL INSTRUMENTS - GRAP 104 (REVISED 2019) - CURRENT POLICY FOR PERIODS AFTER 1 APRIL 2025 (CONTINUED)

Impairment

Recognition of expected credit losses

Simplified approach for receivables and lease receivables

The entity recognises a loss allowance for expected credit losses on all financial assets measured at amortised cost.

In compliance with the GRAP 104 simplified approach, the entity recognises a loss allowance for expected credit losses (ECL) on all financial assets measured at amortised cost, requiring recognition of the loss allowance for all trade receivables at lifetime expected credit losses from initial recognition until derecognition. The entity considers a financial asset to be in default when it is more than 90 days past due on its contractual payments, or when there is evidence that the debtor is unlikely to pay their credit obligations in full without the entity's recourse, such as legal action or a credit-enhancing guarantee.

The carrying amount of the receivables is reduced through the use of an allowance account with the movement (impairment loss or gain) being recognised in surplus or deficit.

Gains and losses

A gain or loss on a financial asset that is measured at amortised cost is recognised in surplus or deficit when the financial asset is derecognised, reclassified in accordance with paragraph 5.38, through the amortisation process or in order to recognise impairment gains or losses. The entity applies paragraphs 5.38 if it reclassifies financial assets out of the amortised cost measurement category. A gain or loss on a financial liability that is measured at amortised cost is recognised in surplus or deficit when the financial liability is derecognised and through the amortisation process.

Derecognition

Derecognition of financial assets

The entity derecognises financial assets only when the contractual rights to the cash flows from the asset expire, are cancelled or waived, or it transfers the financial assets and substantially all the risks and rewards of ownership of the asset to another entity. Any resulting gain or loss is recognised in surplus or deficit.

Derecognition of financial liabilities

The entity removes a financial liability (or a part of a financial liability) from its statement of financial position when it is extinguished, obligation discharged, cancelled or they expire.

1.7 PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment are tangible non-current assets (including infrastructure assets) that are held for use in the production or supply of goods or services, rental to others, or for administrative purposes, and are expected to be used during more than one period.

Recognition

The cost of an item of property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits or service potential associated with the item will flow to the entity; and
- the cost of the item can be measured reliably.

Initial Measurement

Property, plant and equipment is initially measured at cost.

The cost of an item of property, plant and equipment is the purchase price and other costs attributable to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Trade discounts and rebates are deducted in arriving at the cost.

1.7 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Where an asset is acquired through a non-exchange transaction, its cost is its fair value as at date of acquisition.

Where an item of property, plant and equipment is acquired in exchange for a non-monetary asset or monetary assets, or a combination of monetary and non-monetary assets, the asset acquired is initially measured at fair value (the cost). If the acquired item's fair value was not determinable, it's deemed cost is the carrying amount of the asset(s) given up.

When significant components of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

Recognition of costs in the carrying amount of an item of property, plant and equipment ceases when the item is in the location and condition necessary for it to be capable of operating in the manner intended by management.

Items such as spare parts, standby equipment and servicing equipment are recognised when they meet the definition of property, plant and equipment.

Subsequent measurement

Property, plant and equipment is carried at cost less accumulated depreciation and any impairment losses.

Property, plant and equipment are depreciated on the straight-line basis over their expected useful lives to their estimated residual value.

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Depreciation method	Average useful life
Buildings and infrastructure	Straight-line	5 to 50 years
Aircraft	Straight-line	2 to 20 years as componentised
Furniture and office equipment	Straight-line	5 to 25 years
Vehicles and mechanical equipment	Straight-line	5 to 40 years

The depreciable amount of an asset is allocated on a systematic basis over its useful life.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately.

The depreciation method used reflects the pattern in which the asset's future economic benefits or service potential are expected to be consumed by the entity. The depreciation method applied to an asset is reviewed at least at each reporting date and, if there has been a significant change in the expected pattern of consumption of the future economic benefits or service potential embodied in the asset, the method is changed to reflect the changed pattern. Such a change is accounted for as a change in an accounting estimate.

The entity assesses at each reporting date whether there is any indication that the entity expectations about the residual value and the useful life of an asset have changed since the preceding reporting date. If any such indication exists, the entity revises the expected useful life and/or residual value accordingly. The change is accounted for as a change in an accounting estimate.

The depreciation charge for each period is recognised in surplus or deficit unless it is included in the carrying amount of another asset.

Derecognition

Items of property, plant and equipment are derecognised when the asset is disposed of or when there are no further economic benefits or service potential expected from the use of the asset.

1.7 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

The gain or loss arising from the derecognition of an item of property, plant and equipment is included in surplus or deficit when the item is derecognised. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

Assets which the entity holds for rentals to others and subsequently routinely sell as part of the ordinary course of activities, are transferred to inventories when the rentals end and the assets are available-for-sale. Proceeds from sales of these assets are recognised as revenue. All cash flows on these assets are included in cash flows from operating activities in the cash flow statement.

The entity separately discloses expenditure to repair and maintain property, plant and equipment in the notes to the financial statements.

The entity discloses relevant information relating to assets under construction or development, in the notes to the financial statements.

1.8 INTANGIBLE ASSETS

An asset is identifiable if it either:

- is separable, i.e. is capable of being separated or divided from an entity and sold, transferred, licensed, rented or exchanged, either individually or together with a related contract, identifiable assets or liability, regardless of whether the entity intends to do so; or
- arises from binding arrangements (including rights from contracts), regardless of whether those rights are transferable or separable from the entity or from other rights and obligations.

A binding arrangement describes an arrangement that confers similar rights and obligations on the parties to it as if it were in the form of a contract.

An intangible asset is recognised when:

- it is probable that the expected future economic benefits or service potential that are attributable to the asset will flow to the entity; and
- the cost or fair value of the asset can be measured reliably.

The entity assesses the probability of expected future economic benefits or service potential using reasonable and supportable assumptions that represent management's best estimate of the set of economic conditions that will exist over the useful life of the asset.

Where an intangible asset is acquired through a non-exchange transaction, its initial cost at the date of acquisition is measured at its fair value as at that date.

Expenditure on research (or on the research phase of an internal project) is recognised as an expense when it is incurred. An intangible asset arising from development (or from the development phase of an internal project) is recognised when:

- it is technically feasible to complete the asset so that it will be available for use or sale.
- there is an intention to complete and use or sell it.
- there is an ability to use or sell it.
- it will generate probable future economic benefits or service potential.
- there are available technical, financial and other resources to complete the development and to use or sell the asset.
- the expenditure attributable to the asset during its development can be measured reliably.

Intangible assets are carried at cost less any accumulated amortisation and any impairment losses.

1.8 INTANGIBLE ASSETS (CONTINUED)

An intangible asset is regarded as having an indefinite useful life when, based on all relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows or service potential. Amortisation is not provided for these intangible assets, but they are tested for impairment annually and whenever there is an indication that the asset may be impaired. For all other intangible assets amortisation is provided on a straight-line basis over their useful life.

The amortisation period and the amortisation method for intangible assets are reviewed at each reporting date.

Reassessing the useful life of an intangible asset with a finite useful life after it was classified as indefinite is an indicator that the asset may be impaired. As a result the asset is tested for impairment and the remaining carrying amount is amortised over its useful life.

Internally generated brands, mastheads, publishing titles, customer lists and items similar in substance are not recognised as intangible assets.

Amortisation is provided to write down the intangible assets, on a straight-line basis, to their residual values (assumed to be zero) as follows:

Item	Depreciation method	Average useful life
Patents, trademarks and other rights	Straight-line	Indefinite
Computer software	Straight-line	3 to 5 years

The entity has assessed certain intangible assets as having indefinite useful lives based on a combination of legal, operational, and economic factors that indicate there is no foreseeable limit to the period over which the assets are expected to generate economic or service potential. Key factors considered:

Management's intention and usage

The entity has no plans to dispose of or alter the use of the assets. In cases of trademarks, Patents and other rights, they are expected to continue to provide service potential without foreseeable degradation or replacement.

The assets are expected to generate recurring value through tourism, conservation efforts, education, and environmental sustainability. This ongoing utility indicates that their benefits is not limited to a specific time frame.

The entity discloses relevant information relating to assets under construction or development, in the notes to the financial statements.

Intangible assets are derecognised:

- on disposal; or
- when no future economic benefits or service potential are expected from its use or disposal.

The gain or loss arising from the derecognition of intangible assets is included in surplus or deficit when the asset is derecognised.

1.9 HERITAGE ASSETS

Heritage assets are assets that have a cultural, environmental, historical, natural, scientific, technological or artistic significance and are held indefinitely for the benefit of present and future generations.

A class of heritage assets is a grouping of heritage assets of a similar nature or function in entity's operations, that is shown as a single item for the purpose of disclosure in the financial statements.

1.9 HERITAGE ASSETS (CONTINUED)

The entity' classes of Heritage Assets include:

- Conservation areas such as National Parks.
- Archeological sites
- Collections
- Geological sites
- Graves of cultural significance
- Historical buildings
- Historical sites
- Landscapes and natural features of cultural significance
- Monuments
- Palaeontology sites
- Sacred sites (sites of spitritual or religious significance)

Characteristics often displayed by heritage assets include the following:

- Their value in cultural, environmental, educational and historical terms is unlikely to be fully reflected in monetary terms.
- Ethical, legal and/or statutory obligations may impose prohibitions or severe stipulations on disposal by sale.
- They are often irreplaceable.
- Their value may increase over time even if their physical condition deteriorates.
- They have an indefinite life and their value appreciates over time due to their cultural, environmental, educational, natural scientific, technological, artistic or historical significance.
- They are protected, kept unencumbered, cared for and preserved.

Recognition

A heritage asset shall be recognised as an asset if, and only if:

- it is probable that future economic benefits or service potential associated with the asset will flow to the entity; and
- the cost or fair value of the asset can be measured reliably.

The entity will assess the degree of certainty attached to the flow of future service potential or economic benefits:

- If the entity holds an asset that might be regarded as a heritage asset but which, on initial recognition, does not meet the recognition criteria of heritage assets because of the need to analyse the proposed collection items to determine if they conform to the set collection criteria through evaluation and research.
- For recognition of heritage assets, the asset needs to be controlled by the entity as a result of past events. Such events may include: Purchase, donation, bequeath, loan or transfer.
- Particularly for archaeology, material is often retrieved in a fragmentary state – finding a completely articulated specimen is the exception rather than the rule. A great deal of knowledge is thus required to identify and systematise the collections. The research required to identify, analyse and classify heritage items is often a collaborative effort between local and international experts that span several months, even years. These items cannot be recognised in the financial statements, but will be recorded and controlled in the register. Relevant and useful information about them shall be disclosed in the notes to the Annual Financial Statements.

The entity does not recognise heritage assets which on initial recognition, do not meet the recognition criteria of a heritage asset because they cannot be reliably measured. Relevant and useful information about them has been disclosed in the notes to the financial statements. These items are controlled in the heritage asset register.

1.9 HERITAGE ASSETS (CONTINUED)

Initial measurement

A heritage asset that qualifies for recognition as an asset shall be measured at its cost, and where it is acquired through a non-exchange transaction, at its fair value as at the date of acquisition.

For collections assets, values have been assigned to the heritage assets, which are considered to be appreciating in value, and which values are to be reviewed from time to time. Wherever possible, the appraisers have adopted the discipline of 'Open Market' principles in determining value, however values derived are largely determined by the skill and experience applied by the appraiser at the date of valuation.

Subsequent measurement

After recognition as an asset, a class of heritage assets is carried at its cost less any accumulated impairment losses.

Impairment

The entity assess at each reporting date whether there is an indication that heritage assets may be impaired. If any such indication exists, the entity estimates the recoverable amount or the recoverable service amount of the heritage asset.

Transfers

Transfers from heritage assets are only made when the particular asset no longer meets the definition of a heritage asset.

Transfers to heritage assets are only made when the asset meets the definition of a heritage asset. The transfer will be made at the carrying value of the heritage asset.

Derecognition

The entity derecognises heritage assets on disposal, or when no future economic benefits or service potential are expected from its use or disposal.

The gain or loss arising from the derecognition of a heritage asset is included in surplus or deficit when the item is derecognised

Recognition and derecognition of land Assessment of control of land

Control of land is assessed by the following criteria:

- legal ownership, and/or
- the right to direct access to land, and to restrict or deny the access of others to land.

Legal ownership

Legal ownership refers to the owner being the registered title deed holder of the land. Legal ownership also arises where the land is transferred from the legal owner to another entity or party, through legislation or similar means.

The right to direct access to land, and to restrict or deny the access of others to land

Where the entity has the right to direct access to, and restrict or deny the access of others to land while another is the legal owner of land, substance over form determines that the land is controlled by the entity that has the right to direct access to land, and to restrict or deny the access of others to land.

The ownership of all state land that is declared national parks as per the National Environmental Management: Protected Areas (NEMPA) Act (2003), resides with the Department of Public Works (DPW). The entity is assigned the Management Authority for the land (once declared as a national park) in terms of section 38 of the NEMPA. The entity as the management authority for national parks is declared to protect these areas; prevent exploitation or occupation inconsistent with the protection of the ecological integrity of the these areas; provide spiritual, scientific, educational, recreational and tourism opportunities which are environmentally compatible and contribute to economic development, where feasible. Once the national park is declared and the management is assigned to the entity, any withdrawal of national park status is done in accordance to section 21 of the NEMPA by resolution of the National Assembly. Therefore the entity as the management authority has rights or access to the service potential of land declared as national parks.

1.9 HERITAGE ASSETS (CONTINUED)

Where the criteria for assessment of control land is met, the land is recognised as an asset in accordance with the applicable Standard of GRAP.National Parks are classified as Heritage Assets and therefore the entity applies principles of GRAP 103 for accounting for the land.

1.10 IMPAIRMENT OF CASH-GENERATING ASSETS

Cash-generating assets are assets used with the objective of generating a commercial return. Commercial return means that positive cash flows are expected to be significantly higher than the cost of the asset.

Impairment is a loss in the future economic benefits or service potential of an asset, over and above the systematic recognition of the loss of the asset's future economic benefits or service potential through depreciation (amortisation).

Carrying amount is the amount at which an asset is recognised in the statement of financial position after deducting any accumulated depreciation and accumulated impairment losses thereon.

A cash-generating unit is the smallest identifiable group of assets used with the objective of generating a commercial return that generates cash inflows from continuing use that are largely independent of the cash inflows from other assets or groups of assets.

Costs of disposal are incremental costs directly attributable to the disposal of an asset, excluding finance costs and income tax expense.

Depreciation (Amortisation) is the systematic allocation of the depreciable amount of an asset over its useful life.

Fair value less costs to sell is the amount obtainable from the sale of an asset in an arm's length transaction between knowledgeable, willing parties, less the costs of disposal.

Recoverable amount of an asset or a cash-generating unit is the higher its fair value less costs to sell and its value in use. Useful life is either:

- the period of time over which an asset is expected to be used by the entity; or
- the number of production or similar units expected to be obtained from the asset by the entity.

Designation

At initial recognition, the entity designates an asset as non-cash-generating, or an asset or cash-generating unit as cash-generating. The designation is made on the basis of the entity's objective of using the asset.

The entity designates an asset or a cash-generating unit as cash-generating when:

- its objective is to use the asset or a cash-generating unit in a manner that generates a commercial return; such that
- the asset or cash-generating unit will generate positive cash flows, from continuing use and its ultimate disposal, that are expected to be significantly higher than the cost of the asset.

Identification

When the carrying amount of a cash-generating asset exceeds its recoverable amount, it is impaired.

The entity assesses at each reporting date whether there is any indication that a cash-generating asset may be impaired. If any such indication exists, the entity estimates the recoverable amount of the asset.

Irrespective of whether there is any indication of impairment, the entity also tests a cash-generating intangible asset with an indefinite useful life or a cash-generating intangible asset not yet available for use for impairment annually by comparing its carrying amount with its recoverable amount. This impairment test is performed at the same time every year. If an intangible asset was initially recognised during the current reporting period, that intangible asset was tested for impairment before the end of the current reporting period.

1.10 IMPAIRMENT OF CASH-GENERATING ASSETS (CONTINUED)

Value in use

Value in use of a cash-generating asset is the present value of the estimated future cash flows expected to be derived from the continuing use of an asset and from its disposal at the end of its useful life.

When estimating the value in use of an asset, the entity estimates the future cash inflows and outflows to be derived from continuing use of the asset and from its ultimate disposal and the entity applies the appropriate discount rate to those future cash flows.

Basis for estimates of future cash flows

In measuring value in use the entity:

- base cash flow projections on reasonable and supportable assumptions that represent management's best estimate of the range of economic conditions that will exist over the remaining useful life of the asset. Greater weight is given to external evidence;
- base cash flow projections on the most recent approved financial budgets/forecasts, but excludes any estimated future cash inflows or outflows expected to arise from future restructuring's or from improving or enhancing the asset's performance. Projections based on these budgets/forecasts covers a maximum period of five years, unless a longer period can be justified; and
- estimate cash flow projections beyond the period covered by the most recent budgets/forecasts by extrapolating the projections based on the budgets/forecasts using a steady or declining growth rate for subsequent years, unless an increasing rate can be justified. This growth rate does not exceed the long-term average growth rate for the products, industries, or country or countries in which the entity operates, or for the market in which the asset is used, unless a higher rate can be justified.

Composition of estimates of future cash flows

Estimates of future cash flows include:

- projections of cash inflows from the continuing use of the asset;
- projections of cash outflows that are necessarily incurred to generate the cash inflows from continuing use of the asset (including cash outflows to prepare the asset for use) and can be directly attributed, or allocated on a reasonable and consistent basis, to the asset; and
- net cash flows, if any, to be received (or paid) for the disposal of the asset at the end of its useful life.

Estimates of future cash flows exclude:

- cash inflows or outflows from financing activities; and
- income tax receipts or payments.

The estimate of net cash flows to be received (or paid) for the disposal of an asset at the end of its useful life is the amount that the entity expects to obtain from the disposal of the asset in an arm's length transaction between knowledgeable, willing parties, after deducting the estimated costs of disposal.

Foreign currency future cash flows

Future cash flows are estimated in the currency in which they will be generated and then discounted using a discount rate appropriate for that currency. The entity translates the present value using the spot exchange rate at the date of the value in use calculation.

Discount rate

The discount rate is a pre-tax rate that reflects current market assessments of the time value of money, represented by the current risk-free rate of interest and the risks specific to the asset for which the future cash flow estimates have not been adjusted.

1.10 IMPAIRMENT OF CASH-GENERATING ASSETS (CONTINUED)

Recognition and measurement (individual asset)

If the recoverable amount of a cash-generating asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. This reduction is an impairment loss.

An impairment loss is recognised immediately in surplus or deficit.

When the amount estimated for an impairment loss is greater than the carrying amount of the cash-generating asset to which it relates, the entity recognises a liability only to the extent that is a requirement in the Standard of GRAP.

After the recognition of an impairment loss, the depreciation (amortisation) charge for the cash-generating asset is adjusted in future periods to allocate the cash-generating asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

Impairment loss

If there is any indication that an asset may be impaired, the recoverable amount is estimated for the individual asset. If it is not possible to estimate the recoverable amount of the individual asset, the entity determines the recoverable amount of the cash-generating unit to which the asset belongs (the asset's cash-generating unit).

The carrying amount of a cash-generating unit is determined on a basis consistent with the way the recoverable amount of the cash-generating unit is determined.

An impairment loss is recognised for a cash-generating unit if the recoverable amount of the unit is less than the carrying amount of the unit. The impairment is allocated to reduce the carrying amount of the cash-generating assets of the unit on a pro rata basis, based on the carrying amount of each asset in the unit. These reductions in carrying amounts are treated as impairment losses on individual assets.

In allocating an impairment loss, the entity does not reduce the carrying amount of an asset below the highest of:

- its fair value less costs to sell (if determinable);
- its value in use (if determinable); and
- zero.

The amount of the impairment loss that would otherwise have been allocated to the asset is allocated pro rata to the other cash-generating assets of the unit.

Where a non-cash-generating asset contributes to a cash-generating unit, a proportion of the carrying amount of that non-cash-generating asset is allocated to the carrying amount of the cash-generating unit prior to estimation of the recoverable amount of the cash-generating unit.

Reversal of impairment loss

The entity assesses at each reporting date whether there is any indication that an impairment loss recognised in prior periods for a cash-generating asset may no longer exist or may have decreased. If any such indication exists, the entity estimates the recoverable amount of that asset.

An impairment loss recognised in prior periods for a cash-generating asset is reversed if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. The carrying amount of the asset is increased to its recoverable amount. The increase is a reversal of an impairment loss. The increased carrying amount of an asset attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined (net of depreciation or amortisation) had no impairment loss been recognised for the asset in prior periods.

A reversal of an impairment loss for a cash-generating asset is recognised immediately in surplus or deficit.

1.10 IMPAIRMENT OF CASH-GENERATING ASSETS (CONTINUED)

After a reversal of an impairment loss is recognised, the depreciation (amortisation) charge for the cash-generating asset is adjusted in future periods to allocate the cash-generating asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

A reversal of an impairment loss for a cash-generating unit is allocated to the cash-generating assets of the unit pro rata with the carrying amounts of those assets. These increases in carrying amounts are treated as reversals of impairment losses for individual assets. No part of the amount of such a reversal is allocated to a non-cash-generating asset contributing service potential to a cash-generating unit.

In allocating a reversal of an impairment loss for a cash-generating unit, the carrying amount of an asset is not increased above the lower of:

- its recoverable amount (if determinable); and
- the carrying amount that would have been determined (net of amortisation or depreciation) had no impairment loss been recognised for the asset in prior periods.

The amount of the reversal of the impairment loss that would otherwise have been allocated to the asset is allocated pro rata to the other assets of the unit.

Redesignation

The redesignation of assets from a cash-generating asset to a non-cash-generating asset or from a non-cash-generating asset to a cash-generating asset only occur when there is clear evidence that such a redesignation is appropriate.

1.11 IMPAIRMENT OF NON-CASH-GENERATING ASSETS

Non-cash-generating assets are assets other than cash-generating assets.

Impairment is a loss in the future economic benefits or service potential of an asset, over and above the systematic recognition of the loss of the asset's future economic benefits or service potential through depreciation (amortisation).

A cash-generating unit is the smallest identifiable group of assets managed with the objective of generating a commercial return that generates cash inflows from continuing use that are largely independent of the cash inflows from other assets or groups of assets.

Recoverable service amount is the higher of a non-cash-generating asset's fair value less costs to sell and its value in use. Useful life is either:

- the period of time over which an asset is expected to be used by the entity; or
- the number of production or similar units expected to be obtained from the asset by the entity.

Designation

At initial recognition,the entity designates an asset as non-cash-generating, or an asset or cash-generating unit as cash-generating. The designation is made on the basis of the entity's objective of using the asset.

The entity designates an asset or a cash-generating unit as cash-generating when:

- its objective is to use the asset or a cash-generating unit in a manner that generates a commercial return; such that
- the asset or cash-generating unit will generate positive cash flows, from continuing use and its ultimate disposal, that are expected to be significantly higher than the cost of the asset.

1.11 IMPAIRMENT OF NON-CASH-GENERATING ASSETS (CONTINUED)

Identification

When the carrying amount of a non-cash-generating asset exceeds its recoverable service amount, it is impaired.

The entity assesses at each reporting date whether there is any indication that a non-cash-generating asset may be impaired. If any such indication exists, the entity estimates the recoverable service amount of the asset.

Irrespective of whether there is any indication of impairment, the entity also tests a non-cash-generating intangible asset with an indefinite useful life or a non-cash-generating intangible asset not yet available for use for impairment annually by comparing its carrying amount with its recoverable service amount. This impairment test is performed at the same time every year. If an intangible asset was initially recognised during the current reporting period, that intangible asset was tested for impairment before the end of the current reporting period.

Value in use

Value in use of non-cash-generating assets is the present value of the non-cash-generating assets remaining service potential.

The present value of the remaining service potential of a non-cash-generating assets is determined using the following approach:

Service units approach

The present value of the remaining service potential of the asset is determined by reducing the current cost of the remaining service potential of the asset before impairment, to conform to the reduced number of service units expected from the asset in its impaired state. The current cost of replacing the remaining service potential of the asset before impairment is determined as the depreciated reproduction or replacement cost of the asset before impairment, whichever is lower.

Recognition and measurement

If the recoverable service amount of a non-cash-generating asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable service amount. This reduction is an impairment loss.

An impairment loss is recognised immediately in surplus or deficit.

When the amount estimated for an impairment loss is greater than the carrying amount of the non-cash-generating asset to which it relates, the entity recognises a liability only to the extent that is a requirement in the Standards of GRAP.

After the recognition of an impairment loss, the depreciation (amortisation) charge for the non-cash-generating asset is adjusted in future periods to allocate the non-cash-generating asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

Reversal of an impairment loss

The entity assesses at each reporting date whether there is any indication that an impairment loss recognised in prior periods for a non-cash-generating asset may no longer exist or may have decreased. If any such indication exists, the entity estimates the recoverable service amount of that asset.

An impairment loss recognised in prior periods for a non-cash-generating asset is reversed if there has been a change in the estimates used to determine the asset's recoverable service amount since the last impairment loss was recognised. The carrying amount of the asset is increased to its recoverable service amount. The increase is a reversal of an impairment loss. The increased carrying amount of an asset attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined (net of depreciation or amortisation) had no impairment loss been recognised for the asset in prior periods.

1.11 IMPAIRMENT OF NON-CASH-GENERATING ASSETS (CONTINUED)

A reversal of an impairment loss for a non-cash-generating asset is recognised immediately in surplus or deficit.

After a reversal of an impairment loss is recognised, the depreciation (amortisation) charge for the non-cash-generating asset is adjusted in future periods to allocate the non-cash-generating asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

Redesignation

The redesignation of assets from a cash-generating asset to a non-cash-generating asset or from a non-cash-generating asset to a cash-generating asset only occur when there is clear evidence that such a redesignation is appropriate.

1.12 LEASES

A lease is an agreement whereby the lessor conveys to the lessee in return for a payment or series of payments the right to use an asset for an agreed period of time.

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

When a lease includes both land and buildings elements, the entity assesses the classification of each element separately.

Finance leases - lessee

Finance leases are recognised as assets and liabilities in the statement of financial position at amounts equal to the fair value of the leased property or, if lower, the present value of the minimum lease payments. The corresponding liability to the lessor is included in the statement of financial position as a finance lease obligation.

The discount rate used in calculating the present value of the minimum lease payments is the entity's incremental borrowing rate.

Minimum lease payments are apportioned between the finance charge and reduction of the outstanding liability. The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate of on the remaining balance of the liability.

Any contingent rents are expensed in the period in which they are incurred.

Operating leases - lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset or liability.

1.13 EMPLOYEE BENEFITS

Employee benefits are all forms of consideration given by the entity in exchange for services rendered by employees.

Short-term employee benefits

Short-term employee benefits are employee benefits (other than termination benefits) that are due to be settled within twelve months after the end of the period in which the employees render the related service.

Short-term employee benefits include items such as:

- wages, salaries and social security contributions;
- short-term compensated absences (such as paid annual leave and paid sick leave) where the compensation for the absences is due to be settled within twelve months after the end of the reporting period in which the employees render the related employee service;

1.13 EMPLOYEE BENEFITS (CONTINUED)

- bonus, incentive and performance related payments payable within twelve months after the end of the reporting period in which the employees render the related service; and
- non-monetary benefits (for example, medical care, and free or subsidised goods or services such as housing, cars and cellphones) for current employees.

When an employee has rendered service to the entity during a reporting period, the entity recognises the undiscounted amount of short-term employee benefits expected to be paid in exchange for that service:

- as a liability (accrued expense), after deducting any amount already paid. If the amount already paid exceeds the undiscounted amount of the benefits, the entity recognises that excess as an asset (prepaid expense) to the extent that the prepayment will lead to, for example, a reduction in future payments or a cash refund; and
- as an expense, unless another Standard requires or permits the inclusion of the benefits in the cost of an asset.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs. the entity measures the expected cost of accumulating compensated absences as the additional amount that the entity expects to pay as a result of the unused entitlement that has accumulated at the reporting date.

The entity recognises the expected cost of bonus, incentive and performance related payments when the entity has a present legal or constructive obligation to make such payments as a result of past events and a reliable estimate of the obligation can be made. A present obligation exists when the entity has no realistic alternative but to make the payments.

Post-employment benefits

Post-employment benefits are employee benefits (other than termination benefits) which are payable after the completion of employment.

Post-employment benefit plans are formal or informal arrangements under which the entity provides post-employment benefits for one or more employees.

Post-employment benefits: defined contribution plans

Defined contribution plans are post-employment benefit plans under which the entity pays fixed contributions into a separate the entity (a fund) and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods.

When an employee has rendered service to the entity during a reporting period, the entity recognises the contribution payable to a defined contribution plan in exchange for that service:

- as a liability (accrued expense), after deducting any contribution already paid. If the contribution already paid exceeds the contribution due for service before the reporting date, the entity recognises that excess as an asset (prepaid expense) to the extent that the prepayment will lead to, for example, a reduction in future payments or a cash refund; and
- as an expense, unless another Standard requires or permits the inclusion of the contribution in the cost of an asset.

Post-employment benefits: Defined benefit plans

Defined benefit plans are post-employment benefit plans other than defined contribution plans.

1.13 EMPLOYEE BENEFITS (CONTINUED)

Actuarial gains and losses comprise experience adjustments (the effects of differences between the previous actuarial assumptions and what has actually occurred) and the effects of changes in actuarial assumptions. In measuring its defined benefit liability the entity recognises actuarial gains and losses in surplus or deficit in the reporting period in which they occur.

Current service cost is the increase in the present value of the defined benefit obligation resulting from employee service in the current period.

Interest cost is the increase during a period in the present value of a defined benefit obligation which arises because the benefits are one period closer to settlement.

Past service cost is the change in the present value of the defined benefit obligation for employee service in prior periods, resulting in the current period from the introduction of, or changes to, post-employment benefits or other long-term employee benefits. Past service cost may be either positive (when benefits are introduced or changed so that the present value of the defined benefit obligation increases) or negative (when existing benefits are changed so that the present value of the defined benefit obligation decreases). In measuring its defined benefit liability the entity recognises past service cost as an expense in the reporting period in which the plan is amended.

The present value of a defined benefit obligation is the present value, without deducting any plan assets, of expected future payments required to settle the obligation resulting from employee service in the current and prior periods.

The amount recognised as a defined benefit liability is the net total of the following amounts:

- the present value of the defined benefit obligation at the reporting date;
- minus the fair value at the reporting date of plan assets (if any) out of which the obligations are to be settled directly;
- plus any liability that may arise as a result of a minimum funding requirement

The amount determined as a defined benefit liability may be negative (an asset). the entity measures the resulting asset at the lower of:

- the amount determined above; and
- the present value of any economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan. The present value of these economic benefits is determined using a discount rate which reflects the time value of money.

Any adjustments arising from the limit above is recognised in surplus or deficit.

The entity determines the present value of defined benefit obligations with sufficient regularity such that the amounts recognised in the annual financial statements do not differ materially from the amounts that would be determined at the reporting date.

The entity recognises the net total of the following amounts in surplus or deficit, except to the extent that another Standard requires or permits their inclusion in the cost of an asset:

- current service cost;
- interest cost;
- actuarial gains and losses;
- past service cost;
- the effect of any curtailments or settlements; and
- the effect of applying the limit on a defined benefit asset (negative defined benefit liability).

The entity uses the Projected Unit Credit Method to determine the present value of its defined benefit obligations and the related current service cost and, where applicable, past service cost. The Projected Unit Credit Method (sometimes known as the accrued benefit method pro-rated on service or as the benefit/years of service method) sees each period of service as giving rise to an additional unit of benefit entitlement and measures each unit separately to build up the final obligation.

1.13 EMPLOYEE BENEFITS (CONTINUED)

In determining the present value of its defined benefit obligations and the related current service cost and, where applicable, past service cost, the entity shall attribute benefit to periods of service under the plan's benefit formula. However, if an employee's service in later years will lead to a materially higher level of benefit than in earlier years, the entity shall attribute benefit on a straight-line basis from:

- the date when service by the employee first leads to benefits under the plan (whether or not the benefits are conditional on further service); until
- the date when further service by the employee will lead to no material amount of further benefits under the plan, other than from further salary increases.

Actuarial valuations are conducted on an annual basis by independent actuaries separately for each plan. The results of the valuation are updated for any material transactions and other material changes in circumstances (including changes in market prices and interest rates) up to the reporting date.

The entity recognises gains or losses on the curtailment or settlement of a defined benefit plan when the curtailment or settlement occurs. The gain or loss on a curtailment or settlement comprises:

- any resulting change in the present value of the defined benefit obligation; and
- any resulting change in the fair value of the plan assets.

Before determining the effect of a curtailment or settlement, the entity re-measures the obligation (and the related plan assets, if any) using current actuarial assumptions (including current market interest rates and other current market prices).

When it is virtually certain that another party will reimburse some or all of the expenditure required to settle a defined benefit obligation, the right to reimbursement is recognised as a separate asset. The asset is measured at fair value. In all other respects, the asset is treated in the same way as plan assets. In surplus or deficit, the expense relating to a defined benefit plan is presented as the net of the amount recognised for a reimbursement.

Actuarial assumptions

Actuarial assumptions are unbiased and mutually compatible.

Financial assumptions are based on market expectations, at the reporting date, for the period over which the obligations are to be settled.

The rate used to discount post-employment benefit obligations (both funded and unfunded) reflect the time value of money. The currency and term of the financial instrument selected to reflect the time value of money is consistent with the currency and estimated term of the post-employment benefit obligations.

Consequently, a discount rate of 9.4% per annum has been used. The corresponding index-linked yield at this term is 4.6%. These rates do not reflect any adjustment for taxation. These rates were deduced from the interest rate data obtained from the Johannesburg Stock Exchange after the market close on 31 March 2026.

Post-employment benefit obligations are measured on a basis that reflects:

- estimated future salary increases;
- the benefits set out in the terms of the plan (or resulting from any constructive obligation that goes beyond those terms) at the reporting date; and
- estimated future changes in the level of any state benefits that affect the benefits payable under a defined benefit plan, if, and only if, either:
- those changes were enacted before the reporting date; or
- past history, or other reliable evidence, indicates that those state benefits will change in some predictable manner, for example, in line with future changes in general price levels or general salary levels.

1.13 EMPLOYEE BENEFITS (CONTINUED)

Assumptions about medical costs take account of estimated future changes in the cost of medical services, resulting from both inflation and specific changes in medical costs.

Termination benefits

The entity recognises termination benefits as a liability and an expense when the entity is demonstrably committed to either:

- terminate the employment of an employee or group of employees before the normal retirement date; or
- provide termination benefits as a result of an offer made in order to encourage voluntary redundancy.

The entity is demonstrably committed to a termination when the entity has a detailed formal plan for the termination and is without realistic possibility of withdrawal. The detailed plan includes [as a minimum]:

- the location, function, and approximate number of employees whose services are to be terminated;
- the termination benefits for each job classification or function; and
- the time at which the plan will be implemented.

Implementation begins as soon as possible and the period of time to complete implementation is such that material changes to the plan are not likely.

Where termination benefits fall due more than 12 months after the reporting date, they are discounted using an appropriate discount rate. The rate used to discount the benefit reflects the time value of money. The currency and term of the financial instrument selected to reflect the time value of money is consistent with the currency and estimated term of the benefit.

In the case of an offer made to encourage voluntary redundancy, the measurement of termination benefits shall be based on the number of employees expected to accept the offer.

1.14 PROVISIONS AND CONTINGENCIES

A provision is a liability of uncertain timing or amount. Recognition

Provisions are recognised when:

- Entity has a present obligation as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
- a reliable estimate can be made of the obligation.

The amount of a provision is the best estimate of the expenditure expected to be required to settle the present obligation at the reporting date.

Where the effect of time value of money is material, the amount of a provision is the present value of the expenditures expected to be required to settle the obligation.

The discount rate is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement is recognised when, and only when, it is virtually certain that reimbursement will be received if the entity settles the obligation. The reimbursement is treated as a separate asset. The amount recognised for the reimbursement does not exceed the amount of the provision.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. Provisions are reversed if it is no longer probable that an outflow of resources embodying economic benefits or service potential will be required, to settle the obligation.

1.14 PROVISIONS AND CONTINGENCIES (CONTINUED)

Where discounting is used, the carrying amount of a provision increases in each period to reflect the passage of time. This increase is recognised as an interest expense.

A provision is used only for expenditures for which the provision was originally recognised. Provisions are not recognised for future operating surplus (deficit).

Contingent assets

A contingent asset is a possible asset that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

Contingent liabilities

- a possible obligation that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity; or
- a present obligation that arises from past events but is not recognised because:
- it is not probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; or
- the amount of the obligation cannot be measured with sufficient reliability

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in the notes to the Annual Financial Statements.

1.15 SERVICE CONCESSION ARRANGEMENTS: ENTITY AS GRANTOR IDENTIFICATION

Service concession arrangements arise from the service concession agreements that the entity has with different Public Private Partnerships (PPP). These arrangements give the operator the right to build and operate an infrastructure asset within the National Park. The operator also has to pay the entity a concession fee as agreed upon in the specific PPP agreement. These transactions give rise to assets (infrastructure and other movable assets), liabilities and revenues that are accounted for in the manner outlined below:

Recognition of asset and liability

The entity recognises an asset provided by the operator, as a service concession asset if the entity controls or regulates what services the operator must provide with the asset, to whom it must provide them, and at what price, and if the entity controls (through ownership, beneficial entitlement or otherwise) any significant residual interest in the asset at the end of the term of the arrangement. This applies to an asset used in a service concession arrangement for its entire economic life (a "whole-of-life" asset).

If one, or both of the recognition criteria above are not met, the grantor considers the principles in the Interpretation of the Standards of GRAP on determining whether an arrangement contains a lease (IGRAP 3), Standard of GRAP on Leases (GRAP 13), Interpretation of the Standards of GRAP on service concession arrangements where the grantor controls a significant residual interest in an asset (IGRAP 17) to account for the service concession arrangement.

The entity only controls the right to receive service concession assets at the end of each of the service concession arrangements. This right to receive assets is the residual interest in the concessionaire assets at the end of the service concession arrangements. entity is liable to compensate the concessionaire, a consideration equal to the residual value of the asset at the date of transfer.

In a service concession arrangement where the grantor controls a significant residual interest in a service concession asset at the end of the service concession arrangement through ownership, beneficial entitlement or otherwise, and the arrangement does not constitute a finance or an operating lease, the grantor recognises its right to receive the residual interest (i.e. a receivable) in the service concession asset at the commencement of the arrangement.

1.15 SERVICE CONCESSION ARRANGEMENTS: ENTITY AS GRANTOR IDENTIFICATION (CONTINUED)

When the grantor recognises the right to receive a residual interest in the service concession asset, the grantor shall also recognise its performance obligation for granting the operator access to the service concession asset in accordance with the substance of the arrangement. The value of the performance obligation shall be the same as the receivable interest recognised at the commencement of the service concession arrangement.

The residual value, as per concessionaire contracts, is defined as the value of immovable concession assets, revalued for changes in the consumer price index (calculated from inception date to termination date). The value of immovable concession asset is calculated at a depreciation rate of 5%.

The performance obligation shall be reduced and revenue shall be recognised based on the substance of the arrangement.

Other revenues

The entity accounts for revenues from a service concession arrangement, other than those relating to the grant of a right to the operator model, in accordance with the Standard of GRAP on Revenue from exchange transactions.

1.16 REVENUE FROM EXCHANGE TRANSACTIONS

Revenue is the gross inflow of economic benefits or service potential during the reporting period when those inflows result in an increase in net assets, other than increases relating to contributions from owners.

The entity derives revenue from exchange and non-exchange transactions. An exchange transaction is one in which the entity receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of goods, services or use of assets) to the other party in exchange. Examples of exchange transactions include:

- The rendering of services - revenue from tourism, retail, other operating income and concession fees
- The sale of goods and services - the sales of fauna and flora
- Interest - from investment income

Rendering of services

Where the outcome of a transaction involving the rendering of services can be estimated reliably, revenue associated with the transaction is recognised by reference to the stage of completion of the transaction at the reporting date. The outcome of a transaction can be estimated reliably when all the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the economic benefits or service potential associated with the transaction will flow to the entity
- the stage of completion of the transaction at the reporting date can be measured reliably; and
- the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

When the outcome of the transaction involving the rendering of services cannot be estimated reliably, revenue is recognised only to the extent of the expenses recognised that are recoverable.

- Accommodation income is accrued on a daily basis.
- Conservation levies are recognised on a daily basis and other tourist related activities are recognised upon commencement of the activity.
- Wild Card sales are amortised over the validity period of the Wild Card.

Sale of goods

Revenue from the sale of goods is recognised when all the following conditions have been satisfied:

1.16 REVENUE FROM EXCHANGE TRANSACTIONS (CONTINUED)

- the entity has transferred to the purchaser the significant risks and rewards of ownership of the goods;
- the entity retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be measured reliably
- it is probable that the economic benefits or service potential associated with the transaction will flow to the entity; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

Sales are recognised upon delivery of the products and customer acceptance.

Interest received

Revenue arising from the use by others of the entity's assets yielding interest is recognised when:

- it is probable that the economic benefits or service potential associated with the transaction will flow to the entity and
- the amount of revenue can be measured reliably.

Interest is recognised using the effective interest rate method on a time proportion basis. Measurement of revenue from exchange transactions

Revenue is measured at the fair value of the consideration received or receivable, net of trade discounts and volume rebates.

At the time of initial recognition it is inappropriate to assume that the collectability of amounts owing, to the entity, by individual recipients of goods or services will not occur, because SANParks has an obligation to collect all revenue.

Exchange transactions

The following is included in revenue from exchange transactions:

- Tourism, retail, concession and other.
- Concession income

Income from concessions granted to operators to build, operate and transfer lodges and from rental of facilities to operators is recognised as it accrues over the period of the agreement.

Management fees for managing special projects are recognised on a monthly basis, based on the services performed.

- Rent received

Rent received is accrued on a daily basis in accordance with the substance of the relevant agreements.

1.17 REVENUE FROM NON - EXCHANGE TRANSACTIONS

Revenue comprises gross inflows of economic benefits or service potential received and receivable by entity, which represents an increase in net assets, other than increases relating to contributions from owners

Conditions on transferred assets are stipulations that specify that the future economic benefits or service potential embodied in the asset is required to be consumed by the recipient as specified or future economic benefits or service potential must be returned to the transferor.

Control of an asset arise when the entity can use or otherwise benefit from the asset in pursuit of its objectives and can exclude or otherwise regulate the access of others to that benefit.

Expenses paid through the tax system are amounts that are available to beneficiaries regardless of whether or not they pay taxes.

1.17 REVENUE FROM NON - EXCHANGE TRANSACTIONS (CONTINUED)

Non-exchange transactions are transactions that are not exchange transactions. In a non-exchange transaction, entity either receives value from another entity without directly giving approximately equal value in exchange, or gives value to another entity without directly receiving approximately equal value in exchange.

Restrictions on transferred assets are stipulations that limit or direct the purposes for which a transferred asset may be used, but do not specify that future economic benefits or service potential is required to be returned to the transferor if not deployed as specified.

Stipulations on transferred assets are terms in laws or regulation, or a binding arrangement, imposed upon the use of a transferred asset by entities external to the reporting entity.

Transfers are inflows of future economic benefits or service potential from non-exchange transactions, other than taxes.

Recognition

An inflow of resources from a non-exchange transaction recognised as an asset is recognised as revenue, except to the extent that a liability is also recognised in respect of the same inflow.

As entity satisfies a present obligation recognised as a liability in respect of an inflow of resources from a non-exchange transaction recognised as an asset, it reduces the carrying amount of the liability recognised and recognises an amount of revenue equal to that reduction.

Measurement

Revenue from a non-exchange transaction is measured at the amount of the increase in net assets recognised by the entity.

The following are the major classes of revenue from non-exchange transactions, the basis on which the fair value of inflowing resources has been measured:

Operational grants received: Revenue from operational grants received shall be measured at the amount of the increase in net assets which in this case will be the net proceeds received from DFFE; Land infrastructure grant: Revenue from Land Infrastructure Grant shall be measured at the amount of the increase in net assets which in this case will be the net proceeds received from the DFFE. If conditions are attached to the grant a liability will be recognised and shall be the best estimate of the amount required to settle the present obligation at the reporting date.

When a liability is subsequently reduced because a condition is satisfied the amount of the reduction in the liability will be recognised as revenue;

Donations received: Revenue from donations received shall be measured at the amount of the increase in net assets which in this case will be the net proceeds received from the various donors; and

Special projects grant: Revenue from special projects grant shall be measured at the amount of the increase in net assets which in this case will be the net proceeds received from the DFFE and other funders. If conditions are attached to the grant a liability will be recognised and shall be the best estimate of the amount required to settle the present obligation at the reporting date. When a liability is subsequently reduced because a condition is satisfied the amount of the reduction in the liability will be recognised as revenue.

Assets arising from non-exchange transactions.

Recognition

An inflow of resources arising from non-exchange transactions, other than services in kind, that meet the definition of an asset

shall be recognised as an asset when and only when:

- it is probable that future economic benefits or service potential associated with the asset will flow to the entity; and
- the fair value of the asset can be reliably measured. Entity recognises an asset in respect

of taxes when the taxable event occurs and the asset recognition criteria is met.

Measurement

An asset acquired through a non-exchange transaction shall initially be measured at its fair value as at the date of acquisition.

Subsequent measurement

An asset acquired through a non-exchange transactions shall subsequently be measured in terms of the respective standard that the asset relates to.

Liabilities arising from non-exchange transactions

1.17 REVENUE FROM NON - EXCHANGE TRANSACTIONS (CONTINUED)

Liabilities arising from non-exchange transactions.

Recognition

A present obligation arising from a non-exchange transaction that meets the definition of a liability shall be recognised as a liability when, and only when:

- it is probable that an outflow of resources embodying future economic benefits or service potential will be required to settle the obligation; and
- a reliable estimate can be made of the amount of the obligation.

Measurement

The amount recognised as a liability shall be the best estimate of the amount required to settle the present obligation at the reporting date.

Subsequent Measurement

The liabilities arising from a non-exchange transaction are subsequently measured in terms of the respective standard that the liability relates to.

1.18 ACCOUNTING BY PRINCIPALS AND AGENTS IDENTIFICATION

An agent is an entity that has been directed by another entity (a principal), through a binding arrangement, to undertake transactions with third parties on behalf of the principal and for the benefit of the principal.

A principal is an entity that directs another entity (an agent), through a binding arrangement, to undertake transactions with third parties on its behalf and for its own benefit.

A principal-agent arrangement results from a binding arrangement in which one entity (an agent), undertakes transactions with third parties on behalf, and for the benefit of, another entity (the principal).

Identifying whether an entity is a principal or an agent

When the entity is party to a principal-agent arrangement, it assesses whether it is the principal or the agent in accounting for revenue, expenses, assets and/or liabilities that result from transactions with third parties undertaken in terms of the arrangement.

The assessment of whether the entity is a principal or an agent requires the entity to assess whether the transactions it undertakes with third parties are for the benefit of another entity or for its own benefit.

Binding arrangement

The entity assesses whether it is an agent or a principal by assessing the rights and obligations of the various parties established in the binding arrangement.

Where the terms of a binding arrangement are modified, the parties to the arrangement re-assess whether they act as a principal or an agent.

Assessing which entity benefits from the transactions with third parties

When the entity is party to a principal-agent arrangement, it assesses whether it is the principal or the agent in accounting for revenue, expenses, assets and/or liabilities that result from transactions with third parties undertaken in terms of the arrangement.

Management assesses whether the entity is party to any principal-agent arrangements. Should the entity be party to such an arrangement, management will assess whether it is a principal or an agent in the arrangement, in accounting for revenue, expenses, assets and/or liabilities that result from transactions with third parties undertaken in terms of the arrangement. The assessment of whether entity is a principal or an agent is based on the following criterion.

1.18 ACCOUNTING BY PRINCIPALS AND AGENTS IDENTIFICATION (CONTINUED)

- It does not have the power to determine the significant terms and conditions of the transaction;
- It does not have the ability to use all, or substantially all, of the resources that result from the transaction for its own benefit
- It is not exposed to variability in the results of the transaction.

An entity is an agent when, in relation to transactions with third parties, all three of the above criteria are met. If the above criteria is not met, then the entity is considered to be a principal in the arrangement.

Recognition

The entity, as a principal, recognises revenue and expenses that arise from transactions with third parties in a principal-agent arrangement in accordance with the requirements of the relevant Standards of GRAP.

The entity, as an agent, recognises only that portion of the revenue and expenses it receives or incurs in executing the transactions on behalf of the principal in accordance with the requirements of the relevant Standards of GRAP.

The entity recognises assets and liabilities arising from principal-agent arrangements in accordance with the requirements of the relevant Standards of GRAP.

1.19 STATUTORY RECEIVABLES IDENTIFICATION

Statutory receivables are receivables that arise from legislation, supporting regulations, or similar means, and require settlement by another entity in cash or another financial asset.

Carrying amount is the amount at which an asset is recognised in the statement of financial position.

The cost method is the method used to account for statutory receivables that requires such receivables to be measured at their transaction amount, plus any accrued interest or other charges (where applicable) and, less any accumulated impairment losses and any amounts derecognised.

Nominal interest rate is the interest rate and/or basis specified in legislation, supporting regulations or similar means.

The transaction amount for a statutory receivable means the amount specified in, or calculated, levied or charged in accordance with, legislation, supporting regulations, or similar means.

Recognition

The entity recognises statutory receivables as follows:

- if the transaction is an exchange transaction, using the policy on Revenue from exchange transactions;
- if the transaction is a non-exchange transaction, using the policy on Revenue from non-exchange transactions (Taxes and transfers); or
- if the transaction is not within the scope of the policies listed in the above or another Standard of GRAP, the receivable is recognised when the definition of an asset is met and, when it is probable that the future economic benefits or service potential associated with the asset will flow to the entity and the transaction amount can be measured reliably.

Initial measurement

The entity initially measures statutory receivables at their transaction amount.

Subsequent measurement

The entity measures statutory receivables after initial recognition using the cost method. Under the cost method, the initial measurement of the receivable is changed subsequent to initial recognition to reflect any:

1.19 STATUTORY RECEIVABLES IDENTIFICATION (CONTINUED)

- interest or other charges that may have accrued on the receivable (where applicable);
- impairment losses; and
- amounts derecognised.

Impairment losses

The entity assesses at each reporting date whether there is any indication that a statutory receivable, or a group of statutory receivables, may be impaired.

In assessing whether there is any indication that a statutory receivable, or group of statutory receivables, may be impaired, the entity considers, as a minimum, the following indicators:

- Significant financial difficulty of the debtor, which may be evidenced by an application for debt counselling, business rescue or an equivalent.
- It is probable that the debtor will enter sequestration, liquidation or other financial re-organisation.
- A breach of the terms of the transaction, such as default or delinquency in principal or interest payments (where levied).
- Adverse changes in international, national or local economic conditions, such as a decline in growth, an increase in debt levels and unemployment, or changes in migration rates and patterns.

If there is an indication that a statutory receivable, or a group of statutory receivables, may be impaired, the entity measures the impairment loss as the difference between the estimated future cash flows and the carrying amount. Where the carrying amount is higher than the estimated future cash flows, the carrying amount of the statutory receivable, or group of statutory receivables, is reduced, either directly or through the use of an allowance account. The amount of the losses is recognised in surplus or deficit.

In estimating the future cash flows, the entity considers both the amount and timing of the cash flows that it will receive in future. Consequently, where the effect of the time value of money is material, the entity discounts the estimated future cash flows using a rate that reflects the current risk-free rate and, if applicable, any risks specific to the statutory receivable, or group of statutory receivables, for which the future cash flow estimates have not been adjusted.

An impairment loss recognised in prior periods for a statutory receivable is revised if there has been a change in the estimates used since the last impairment loss was recognised, or to reflect the effect of discounting the estimated cash flows.

Any previously recognised impairment loss is adjusted either directly or by adjusting the allowance account. The adjustment does not result in the carrying amount of the statutory receivable or group of statutory receivables exceeding what the carrying amount of the receivable(s) would have been had the impairment loss not been recognised at the date the impairment is revised. The amount of any adjustment is recognised in surplus or deficit.

Derecognition

The entity derecognises a statutory receivable, or a part thereof, when:

- the rights to the cash flows from the receivable are settled, expire or are waived;
- the entity transfers to another party substantially all of the risks and rewards of ownership of the receivable; or

- the entity, despite having retained some significant risks and rewards of ownership of the receivable, has transferred control of the receivable to another party and the other party has the practical ability to sell the receivable in its entirety to an unrelated third party, and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer. In this case, the entity:
  - derecognise the receivable; and
  - recognise separately any rights and obligations created or retained in the transfer.

1.19 STATUTORY RECEIVABLES IDENTIFICATION (CONTINUED)

The carrying amounts of any statutory receivables transferred are allocated between the rights or obligations retained and those transferred on the basis of their relative fair values at the transfer date. The entity considers whether any newly created rights and obligations are within the scope of the Standard of GRAP on Financial Instruments or another Standard of GRAP. Any difference between the consideration received and the amounts derecognised and, those amounts recognised, are recognised in surplus or deficit in the period of the transfer.

1.20 COMMITMENTS

Items are classified as commitments when an entity has committed itself to future transactions that will normally result in the outflow of cash.

Disclosures are required in respect of unrecognised contractual commitments.

Commitments for which disclosure is necessary to achieve a fair presentation should be disclosed in a note to the financial statements, if both the following criteria are met:

- Contracts should be non-cancellable or only cancellable at significant cost (for example, contracts for computer or building maintenance services); and
- Contracts should relate to something other than the routine, steady, state business of the entity

The commitments disclosed in the disclosure note are the aggregate amount of capital expenditure approved and contracted for at the reporting date, to the extent that the amount has not been recorded in the financial statements.

1.21 FRUITLESS AND WASTEFUL EXPENDITURE

Fruitless expenditure means expenditure which was made in vain and would have been avoided had reasonable care been exercised.

Fruitless and wasteful expenditure is accounted for in line with all related requirements, including, but not limited to, ruling Legislation, Regulations, Frameworks, Circulars, Instruction Notes, Practice Notes, Guidelines (as applicable).

1.22 IRREGULAR EXPENDITURE

Irregular expenditure is expenditure other than unauthorised expenditure, incurred in contravention of or that is not in accordance with a requirement of any applicable legislation, including:

- the PFMA; or
- the State Tender Board Act, 1968 (Act No. 86 of 1968), or any regulations made in terms of the Act; or
- any provincial legislation providing for procurement procedures in that provincial government.

1.22 IRREGULAR EXPENDITURE (CONTINUED)

Irregular expenditure is accounted for in line with all relating requirements, including, but not limited to, ruling Legislation, Regulations, Frameworks, Circulars, Instruction Notes, Practice Notes, Guidelines (as applicable).

1.23 SEGMENT INFORMATION

A segment is an activity of an entity:

- that generates economic benefits or service potential (including economic benefits or service potential relating to transactions between activities of the same entity);
- whose results are regularly reviewed by management to make decisions about resources to be allocated to that activity and in assessing its performance; and
- for which separate financial information is available.

Reportable segments are the actual segments which are reported on in the segment report. They are the segments identified above or alternatively an aggregation of two or more of those segments where the aggregation criteria are met.

Measurement

The amount of each segment item reported is the measure reported to management for the purposes of making decisions about allocating resources to the segment and assessing its performance. Adjustments and eliminations made in preparing the entity's financial statements and allocations of revenues and expenses are included in determining reported segment surplus or deficit only if they are included in the measure of the segment's surplus or deficit that is used by management. Similarly, only those assets and liabilities that are included in the measures of the segment's assets and segment's liabilities that are used by management are reported for that segment. If amounts are allocated to reported segment surplus or deficit, assets or liabilities, those amounts are allocated on a reasonable basis.

1.24 RELATED PARTIES

A related party is a person or an entity with the ability to control or jointly control the other party, or exercise significant influence over the other party, or vice versa, or an entity that is subject to common control, or joint control.

Control is the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

Joint control is the agreed sharing of control over an activity by a binding arrangement, and exists only when the strategic financial and operating decisions relating to the activity require the unanimous consent of the parties sharing control (the venturers).

Related party transaction is a transfer of resources, services or obligations between the reporting entity and a related party, regardless of whether a price is charged.

Significant influence is the power to participate in the financial and operating policy decisions of an entity, but is not control over those policies.

Management are those persons responsible for planning, directing and controlling the activities of the entity, including those charged with the governance of the entity in accordance with legislation, in instances where they are required to perform such functions.

Close members of the family of a person are those family members who may be expected to influence, or be influenced by that person in their dealings with the entity.

The entity is exempt from disclosure requirements in relation to related party transactions if that transaction occurs within normal supplier and/or client/recipient relationships on terms and conditions no more or less favourable than those which it is reasonable to expect the entity to have adopted if dealing with that individual entity or person in the same circumstances and terms and conditions are within the normal operating parameters established by that reporting entity's legal mandate.

Where the entity is exempt from the disclosures in accordance with the above, the entity discloses narrative information about the nature of the transactions and the related outstanding balances, to enable users of the entity's financial statements to understand the effect of related party transactions on its annual financial statements. All transactions with related parties are at an arms length. The details of the balances and transactions are included in Note 14.

1.25 EVENTS AFTER REPORTING DATE

Events after reporting date are those events, both favourable and unfavourable, that occur between the reporting date and the date when the financial statements are authorised for issue. Two types of events can be identified:

- those that provide evidence of conditions that existed at the reporting date (adjusting events after the reporting date); and
- those that are indicative of conditions that arose after the reporting date (non-adjusting events after the reporting date).

The entity will adjust the amount recognised in the financial statements to reflect adjusting events after the reporting date once the event occurred.

The entity will disclose the nature of the event and an estimate of its financial effect or a statement that such estimate cannot be made in respect of all material non-adjusting events, where non-disclosure could influence the economic decisions of users taken on the basis of the financial statements.

1.26 LIVING AND NON-LIVING RESOURCES

Living resources are those resources that undergo biological transformation.

Non-living resources are those resources, other than living resources, that occur naturally and have not been extracted. Agricultural activity is the management by the entity of the biological transformation and harvest of biological assets for:

a. sale;
b. distribution at no charge or for a nominal charge; or
c. conversion into agriculture produce or into additional biological assets for sale or distribution at no charge or for a nominal charge.

A bearer plant is a living plant that:

a. is used in the production or supply of agricultural produce;
b. is expected to bear produce for more than one period; and
c. has a remote likelihood of being sold as agricultural produce, except for incidental scrap sales.

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction.

Group of resources means a grouping of living or non-living resources of a similar nature or function in an entity's operations that is shown as a single item for the purpose of disclosure in the annual financial statements.

Recognition

Non-living resources, other than land, are not recognised as assets. Required information are disclosed in the notes to the annual financial statements.

A living resource is recognised as an asset if it is probable that future economic benefits or service potential associated with the asset will flow to the entity, and the cost or fair value of the asset can be measured reliably.

Where the entity is required in terms of legislation or similar means to manage a living resource, but it does not meet the definition of an asset because control of the resource cannot be demonstrated, relevant information are disclosed in the notes to the annual financial statements.

Where the entity holds a living resource that meets the definition of an asset, but which does not meet the recognition criteria, relevant information are disclosed in the notes to the annual financial statements.

1.26 LIVING AND NON-LIVING RESOURCES (CONTINUED)

Measurement at recognition

A living resource that qualifies for recognition as an asset is measured at its cost.

Where a living resource is acquired through a non-exchange transaction, its cost is measured at its fair value as at the date of acquisition.

The cost of a living resource comprises its purchase price, including import duties and non-refundable purchase taxes, and any costs directly attributable to bringing the living resource to the location and condition necessary for it to be capable of operating in the manner intended by management.

Measurement after recognition cost model

After recognition as an asset, a group of living resources are carried at its cost less any accumulated depreciation and any accumulated impairment losses.

Derecognition

The carrying amount of a living resource is derecognised on disposal, or when no future economic benefits or service potential are expected from its use or disposal.

The gain or loss arising from the derecognition of a living resource is included in surplus or deficit when the item is derecognised.

1.27 NEW STANDARDS AND INTERPRETATIONS

Standards and interpretations issued, but not yet effective

The following Standards of GRAP and/ or amedments thereto have been approved by the Accounting Standards Board, but will only become effective in future periods or have not been given an effective date by the Minister of Fianace. The entity has not early-adopted any of these new Standards or amendments thereto, but has referred to them for guidance in the development of accounting policies in accordance with GRAP 3 as read with Directive 5.

GRAP 103 - Heritage Assets

The effective date is 1 April 2027 and early adoption of entire standard is permitted. SANParks expects to adopt the amendment for the first time in 1 April 2027.

The adoption of this standard is not expected to impact on the results of SANParks,but may result in a different presentation and disclosure of heritage assets than is currently provided in the annual financial statements.

GRAP 1 - Presentation of Financial Statements

The effective date is 1 April 2027 and early adoption of entire standard is permitted. SANParks expects to adopt the amendment for the first time in 1 April 2027.

The adoption of this standard is not expected to impact on the results of SANParks,but may result in a different presentation and disclosure of the annual financial statements.

Improvemets to standards of GRAP, 2023

The effective date of the amendment is not yet set by the Minister of Finance. SANParks expects to adopt the amendment for the first time when the Minister sets the effective date for the amendment

The adoption of this standard is not expected to impact on the results of SANParks,but may result in a different presentation and disclosure of the annual financial statements.

1.28 BUDGET INFORMATION

The approved budget is prepared on an accrual basis and classified according to nature of items.The approved budget covers the financial period from 1 April 2025 to 31 March 2026. Any variance above 10% are deemed material.

	31 March 2026 '000'	31 March 2025 '000'

2. INVENTORIES

Consumables	64,489	41,607
Retail goods and fuel	45,458	48,473
Air service inventory	11,230	-
	121,177	**90,080**
Inventories recognised as an expense during the period	394,872	402,204

Inventory pledged as security

There is no Inventory pledged as security.

3. RECEIVABLES FROM EXCHANGE TRANSACTIONS

Trade debtors	88,855	54,842
Prepayments	44,948	507
Creditors with debit balances	296	2,589
Prepayments (non-current)	702	5,032
Staff debtors and other	19,230	18,345
VAT Accrual	949	2,160
Impairment of accounts receivable	(42,462)	(19,007)
Concession assets (current)	199,700	196,195
Concession assets (non-current)	154,935	150,253
	467,153	**410,916**
Non-current receivables	155,637	155,285
Current receivables	311,516	255,631
	467,153	**410,916**

	31 March 2026 '000'	31 March 2025 '000'

3. RECEIVABLES FROM EXCHANGE TRANSACTIONS (CONTINUED)

Credit quality of trade and other receivables

The credit quality of trade and other receivables from exchange transactions are determined and monitored with reference to historical payment trends. Accordingly the credit quality of the customers included in the balance of trade and other receivables from exchange transactions is determined internally through applications of the entity's own credit policy.

Trade receivables age analysis

Current (0 - 30 days)	42,701	31,077
31 - 60 days	19,373	1,292
61 - 90 days	1,216	294
91 - 120 days	636	460
Over 120 days	24,929	21,719
	88,855	**54,842**

SANParks only controls the right to receive service concession assets at the end of each of the service concession arrangements. This right to receive assets is the residual interest in the concessionaire assets at the end of the service concession arrangements. SANParks is liable to compensate the concessionaire a consideration equal to the residual value of the asset at the date of transfer.

Trade and other receivables past due but not impaired

Trade and other receivables which are less than 3 months past due are not considered to be impaired. At 31 March 2025,R 2,046 were past due but not impaired.

A review of staff debtor balances was conducted as part of the financial reporting process. The assessment included an evaluation of the aging of receivables, repayment history, and current employment status of the respective staff members. Based on this review, management is satisfied that all staff debtor balances are recoverable, and no indicators of impairment were identified as at the reporting date.

	31 March 2026 '000'	31 March 2025 '000'

3. RECEIVABLES FROM EXCHANGE TRANSACTIONS (CONTINUED)

Credit risk of trade and other receivables past due but not impaired has not increased significantly.

The ageing of amounts past due but not impaired is as follows:

1 month past due	-	1,292
2 months past due	-	294
3 months past due	-	460

Trade and other receivables impaired

As of 31 March 2025, current trade and other receivables of R 19 million were impaired and provided for.

The amount of the provision was R 19 million as of 31 March 2025

The ageing of these trade and other receivables is as follows:

3 to 6 months	-	2,734
Over 6 months	-	16,273

Reconciliation of provision for impairment of trade and other receivables

Opening balance	19,007	16,273
Provision for impairment	-	2,734
Implementation of GRAP 104 (Revised)	6,138	-
Remeasurement of loss allowance	17,317	-
	42,462	**19,007**

	31 March 2026 '000'	31 March 2025 '000'

3. RECEIVABLES FROM EXCHANGE TRANSACTIONS (CONTINUED)

	2025
Opening balance: Impairment under GRAP 104	19,007
Change due to the implementation of GRAP (Revised)	6,138
New carrying amount under GRAP 104 (Revised 2019) on 1 July	25,145
	25,145

Trade debtors	2025
Opening carrying amount under GRAP 104	54,842
Impairment loss	(19,007)
	35,835
Impairment loss under GRAP 104 (Revised 2019) on 1 July	(6,138)
Net carrying amount	**29,697**

These concessionaires have not settled outstanding debts due. Other debtors impaired have been outstanding for over 1 year. SANParks has instituted legal action to recover outstanding amounts.



Tsitsikamma National Park Accommodation

	31 March 2026 '000'	31 March 2025 '000'

4. CASH AND CASH EQUIVALENTS

Cash and cash equivalents consist of:		
Cash on hand	219	328
Bank balances	65,733	179,913
Short term investments	2,641,945	2,481,124
	2,707,897	**2,661,365**
Cash and cash equivalents held by the entity that are not available for use by the economic entity	1,127,733	984,807

Cash and cash equivalents held by the entity and not available for use relates to unspent conditional grants subject to strict conditions by each respective donor.

Short term investments

Notice account: Standard bank	-	20,697
Corporation for Public Deposit - Reserve Bank	2,641,945	2,460,427
	2,641,945	**2,481,124**

	31 March 2026 '000'	31 March 2025 '000'

5. PROPERTY, PLANT AND EQUIPMENT

	2026			2025		
	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value
Buildings and infrastructure	2,978,163	(842,920)	2,135,243	2,670,120	(758,447)	1,911,673
Vehicles and mechanical equipment	751,985	(500,318)	251,667	763,807	(490,614)	273,193
Furniture and office equipment	410,995	(264,093)	146,902	371,657	(244,777)	126,880
Aircraft	114,014	(102,775)	11,239	110,965	(104,817)	6,148
Work in progress	335,106	-	335,106	333,721	-	333,721
Total	**4,590,263**	**(1,710,106)**	**2,880,157**	**4,250,270**	**(1,598,655)**	**2,651,615**

	31 March 2026 '000'	31 March 2025 '000'

5. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Reconciliation of property, plant and equipment - March 2026

	Opening balance	Additions	Disposals	Transfers received	Other changes, movements	Depreciation	Impairment loss	Total
Buildings and infrastructure	1,911,673	12,241	(4,356)	301,484	-	(76,954)	(8,845)	2,135,243
Vehicles and mechanical equipment	273,193	74,647	(43,174)	-	-	(52,999)	-	251,667
Furniture and office equipment	126,880	58,041	(2,257)	-	-	(35,762)	-	146,902
Aircraft	6,148	3,041	-	-	4,958	(2,246)	(662)	11,239
Work in progress	333,721	306,658	(3,789)	(301,484)	-	-	-	335,106
	2,651,615	**454,628**	**(53,576)**	**-**	**4,958**	**(167,961)**	**(9,507)**	**2,880,157**

Reconciliation of property, plant and equipment - March 2025

	Opening balance	Additions	Disposals	Transfers	Depreciation	Impairment loss	Total
Buildings and infrastructure	1,774,689	3,331	(1,291)	205,405	(70,117)	(344)	1,911,673
Vehicles and mechanical equipment	205,076	115,850	(2,620)	10,208	(55,110)	(211)	273,193
Furniture and office equipment	109,575	40,853	(771)	6,384	(29,009)	(152)	126,880
Aircraft	11,369	1,035	(7)	-	(6,242)	(7)	6,148
Work in progress	228,357	327,361	-	(221,997)	-	-	333,721
	2,329,066	**488,430**	**(4,689)**	**-**	**(160,478)**	**(714)**	**2,651,615**

	31 March 2026 '000'	31 March 2025 '000'

5. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Pledged as security

No property plant and equipment are pledged under security.

Assets subject to finance lease (Net carrying amount)

Motor vehicles	79,007	164,828
Office equipment	-	-
	79,007	**164,828**

Property, plant and equipment in the process of being constructed or developed

Cumulative expenditure recognised in the carrying value of property, plant and equipment

Buildings	335,106	333,721

Subsequent to year-end, the entity received insurance proceeds amounting to R35 million in respect of flood damage sustained by infrastructure and other assets within the Kruger National Park during the flooding events that occurred in January 2026.

Development of property,plant and equipment assets are not taking a significantly longer period of time to complete than expected and none of the projects have been halted.

Expenditure incurred to repair and maintain property, plant and equipment

Expenditure incurred to repair and maintain property, plant and equipment included in Statement of Financial Performance

Buildings and infrastructure	196,364	153,983
Vehicles and mechanical equipment	64,488	67,894
Furniture and office equipment	162	40
	261,014	**221,917**

Figures in Rand thousand	31 March 2026 '000'	31 March 2025 '000'

5. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Repairs and maintenance

Repairs and maintenance is made up of costs for appointment of services providers responsible for assets maintenance and maintenance done internally.

Floods in KNP

During the current financial year, severe flooding incidents occurred within the Kruger National Park, resulting in damage to certain buildings, infrastructure assets, and related facilities. Management performed a detailed impairment assessment on the affected assets, which included physical verification procedures, condition assessments performed by suitably qualified officials and specialists, and an evaluation of the remaining service potential of the assets. The assessment further considered the extent of physical damage, operational usability, estimated restoration requirements, and the continued expected utilisation of the affected assets in service delivery operations.

The following rest camps and infrastructure were affected by the floods at the reporting date: Balule, Woodlands, Shimuwini, Letaba, Mathikithiki, Sable hide, Mopani, Satara, Shingwezi, Olifants, Punda Maria, Roads and Bridges. The total carrying amount of the buildings and infrastrcture assets affected by the floods and subject to impairment at the reporting date amounted to R16,197,735.11.

Management has assessed the extent of the damage and recognised impairment losses where the recoverable services amount was determinated to be lower than the carrying amount of the affected assets.

6. INTANGIBLE ASSETS

	2026			2025		
	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value
Patents, trademarks and other rights	2,736	-	2,736	2,736	-	2,736
Computer software	48,661	(43,679)	4,982	53,111	(47,406)	5,705
Total	**51,397**	**(43,679)**	**7,718**	**55,847**	**(47,406)**	**8,441**

Figures in Rand thousand	31 March 2026 '000'	31 March 2025 '000'

6. INTANGIBLE ASSETS (CONTINUED)

Reconciliation of intangible assets - March 2026

	Opening balance	Disposals	Other changes, movements	Amortisation	Total
Patents, trademarks and other rights	2,736	-	-	-	2,736
Computer software	5,705	(63)	1,799	(2,459)	4,982
	8,441	**(63)**	**1,799**	**(2,459)**	**7,718**

Reconciliation of intangible assets - March 2025

	Opening balance	Amortisation	Total
Patents, trademarks and other rights	2,736	-	2,736
Computer software	8,111	(2,406)	5,705
	10,847	**(2,406)**	**8,441**

Restricted title

There are currently no restriction on intangible assets.

Intangible assets with indefinite lives

The entity has assessed certain intangible assets as having indefinite useful lives based on a combination of legal, operational, and economic factors that indicate there is no foreseeable limit to the period over which the assets are expected to generate economic or service potential.

	31 March 2026 '000'	31 March 2025 '000'
Intangible assets with indefinite lives:		
Patents, trademarks and other rights	2,736	2,736

The useful life of patents,trademarks and other rights is considered indefinite. It is not bound by any expiry period as there is no foreseeable limit to the period over which the asset is expected to generate net cash flows for the entity.

The entity has no plans to dispose of or alter the use of the assets. In cases of trademarks, Patents and other rights, they are expected to continue to provide service potential without foreseeable degradation or replacement.

The assets are expected to generate recurring value through tourism, conservation efforts, education, and environmental sustainability. This ongoing utility indicates that their benefits is not limited to a specific time frame.

7. HERITAGE ASSETS

	2026			2025		
	Cost / Valuation	Accumulated impairment losses	Carrying value	Cost / Valuation	Accumulated impairment losses	Carrying value
Collections	19,854	-	19,854	19,854	-	19,854
Monuments	174,367	-	174,367	174,367	-	174,367
Conservation areas	716,178	-	716,178	714,483	-	714,483
Total	**910,399**	**-**	**910,399**	**908,704**	**-**	**908,704**

Reconciliation of heritage assets - March 2026

	Opening balance	Additions	Total
Collections	19,854	-	19,854
Monuments	174,367	-	174,367
Conservation areas	714,483	1,695	716,178
	908,704	**1,695**	**910,399**

	31 March 2026 '000'	31 March 2025 '000'

7. HERITAGE ASSETS (CONTINUED)

Reconciliation of heritage assets - March 2025

	Opening balance	Additions	Total
Collections	19,854	-	19,854
Monuments	174,367	-	174,367
Conservation areas	666,646	47,837	714,483
	860,867	**47,837**	**908,704**

Heritage assets whose fair values cannot be reliably measured land and other heritage assets

A significant number and value of SANParks Heritage assets were obtained through non exchange transactions from various state-owned organisations and these include

- Land
- Archaelogical site
- Collections
- Geological sites
- Graves of cultural significance
- Historical Buildings
- Historical sites
- Landscapes and natural features of cultural significance
- Monuments
- Palaentology sites
- Sacred sites (sites of spiritual or religious significance)

For land obtained from non-exchange transactions, SANParks attempted to establish the value thereof using guidance from GRAP 103 and Directive 7 issued by the Accounting Standards Board. The heritage value (i.e. which is the service potential of the land) of the National Parks is derived from the NEMPA (National Environmental Management Protected Areas) Act which is primarily to protect these areas; prevent exploitation or occupation inconsistent with the protection of the ecological integrity of the these areas; provide spiritual, scientific, educational, recreational and tourism opportunities which are environmentally compatible and contribute to economic development, where feasible.

Due to the size and magnitude of National Parks, SANParks and the Office of the Valuer General (under the Department of Rural Development and Land Reform) is not aware of any market to buy and sell National Parks or any other valuation method or technique that is available to measure National Parks. For those reasons SANParks' land acquired from non-exchange transactions could not be recognised in the Annual Financial Statements.

As this land is an inalienable item (withdrawal as a National Park and protected area in terms of the NEMPA Act is only by resolution of the National Assembly and/or the Minister depending on the circumstances).

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7. HERITAGE ASSETS (CONTINUED)

Heritage assets per park	Size in Hectares
Kruger National Park	1,905,031
Augrabies Falls National Park	54,643
Kalahari Gemsbok National Park	962,027
Mokala National Park	25,903
Namaqua National Park	189,601
Richtersveld National Park	170,373
Agulhas National Park	20,412
Bontebok National Park	3,390
Table Mountain National Park	178,358
Tankwa Karoo National Park	140,652
West Coast National Park	63,139
Addo Elephant National Park	249,801
Camdeboo National Park	18,946
Karoo National Park	83,337
Mountain Zebra National Park	19,885
Golden Gate Highlands National Park	32,811
Mapungubwe National Park	15,075
Marakele National Park	58,157
Groenkloof National Park	7
Graspan/Vaalbos National Park	4,575
Garden Route National Park	128,014
Meerkat	135,392

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7. HERITAGE ASSETS (CONTINUED)

In addition, SANParks has acquired other heritage assets which originate from National Parks, derive their significance from their association of National Parks and have the potential to yield information that enhances the cultural significance of National Parks when considering tourism experience and marketing. These are managed within the National Heritage Resources Act (NHRA). Due to the uniqueness of the heritage assets, mandate and nature of SANParks and in addition the limitations of the NHRA, neither the fair value, deemed cost or replacement cost could be determined for these heritage asset. For that reason SANParks could not recognise them in the Annual Financial Statements. None of these heritage assets have been disposed.However see below information pertaining to such heritage assets below:

Other heritage assets per park	Description
Kruger National Park	Archaeological sites, Collections, Geological sites, Graves of cultural significance, Historical buildings, Historical sites, Landscapes and natural features of cultural significance, Monuments, Palaeontology sites, Sacred sites (sites of spiritual or religious significance).
Augrabies Falls National Park	Archaeological sites, Historical sites, Graves of cultural significance, Landscapes and natural features of cultural significance.
Kalahari Gemsbok National Park	Archaeological sites
Mokala National Park	Archaeological sites, Collections, Graves of cultural significance, Historical buildings, Graves sites of historical significance, Historical site.
Namaqua National Park	Archaeological sites, Geological sites, Historical building, Historical sites.
Richtersveld National Park	Graves of cultural significance, Historical sites.
Agulhas National Park	Historical buildings, Historical sites.
Bontebok National Park	Historical sites, Graves of cultural significance, Landscapes.
Table Mountain National Park	Archaeological sites, Collections, Geological sites, Historical sites, Historical buildings, Historical sites, Monuments.
Tankwa Karoo National Park	Archaeological sites, Historical buildings, Graves of cultural significances,Burial sites, Historical sites.
West Coast National Park	Graves of cultural significance, Historical buildings, Palaeontology sites.
Addo Elephant National Park	Archaeological site, Collections, Geological sites, Graves of cultural significances, Historical building, Historical site, Landscapes and natural features of cultural significance, Rock art sites, Monuments, Sacred sites (sites of spiritual or religious significance).
Camdeboo National Park	Archaeological site, Geological site, Historical buildings, Historical site, Monument, Sacred sites (sites of spiritual or religious significance).

	31 March 2026 '000'	31 March 2025 '000'

7. HERITAGE ASSETS (CONTINUED)

Other heritage assets per park	Description
Garden Route National Park: Knysna; Tsitsikamma; Wilderness	Archaeological sites, Collections, Graves of cultural significance, Historical buildings, Historical sites, Landscapes and natural features of cultural significance. Archaeological sites, Graves of cultural significance, Historical buildings, Historical sites, Landscapes and natural features of cultural significance. Archaeological sites, Historical buildings, Monuments
Karoo National Park	Archaeological sites, Graves sites of historical significant, Rock arts, Historical structure.
Mountain Zebra National Park	Archaeological sites, Graves of cultural significance, Historical sites, Historical buildings.
Golden Gate Highlands National Park	Archaeological site, Geological site, Graves of cultural significance, Historical Buildings, Historical site, Palaeontology site.
Mapungubwe National Park	Archaeological sites, Collections, Historical sites.
Marakele National Park	Archaeological sites, Graves of cultural significance, Historical buildings.

8. NON-LIVING RESOURCES

SANParks exists in terms of the National Environmental Management: Protected Areas Act (NEM:PAA), 57 of 2003, with the mandate to conserve, protect, control and manage national parks and other defined protected areas and their biological diversity (biodiversity).

SANParks executes its mandate in accordance with a management plan as required by section 41 of the NEM: PAA which aims to ensure the protection, conservation and management of the national parks in a manner which is consistent with the objectives of the Act and for the purposes listed in section 17 of the Act. Section 17 of the NEM: PAA provides a list of purposes for the declaration of areas as protected areas, which includes the protection of biological diversity (Section 17(a) (c)), the preservation of ecological integrity (Section 17(b)), and the sustainable use of natural and biological resources (17(h)).

Nature and types of non-living resources for which the entity is responsible

Water

Within national parks, water is found in its natural state in the form of boreholes. SANParks is permitted through the National Water Act, 1998 (Act No 36 of 1998) to abstract water from rivers flowing through national parks for use within park operations.

Land

SANParks is assigned as the Management Authority of state land that is declared a national park in terms of the NEM: PAA.

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9. LIVING RESOURCES

Entity as custodian

SANParks exists in terms of the National Environmental Management: Protected Areas Act (NEM:PAA), 57 of 2003, with the mandate to conserve, protect, control and manage national parks and other defined protected areas and their biological diversity (biodiversity).

SANParks executes its mandate in accordance with a management plan as required by section 41 of the NEM: PAA which aims to ensure the protection, conservation and management of the national parks in a manner which is consistent with the objectives of the Act and for the purposes listed in section 17 of the Act. Section 17 of the NEM: PAA provides a list of purposes for the declaration of areas as protected areas, which includes the protection of biological diversity (Section 17(a) (c)), the preservation of ecological integrity (Section 17(b)), and the sustainable use of natural and biological resources (17(h)).

Restrictions on use or capacity to sell

The following information relates to living resources which is subject to restrictions on use or capacity to sell:

Animals in the Kruger National Park

The Kruger National Park falls within the region identified as a high risk area for the disease TB. As a result there is a restriction placed which prevents the trading and donation of animals within this region.

Living resources not recognised

SANParks did not recognise the following living resources, due to the definition and/or recognition criteria of an asset not being met:

Flora and fauna

The nature and type are as follows:

Fauna

The following types of fauna is found in national parks:

- Mammals
- Reptiles
- Birds
- Fish
- Invertebrates
- Amphibians
- Scorpions
- Spiders
- Butterflies
- Insects Flora

The following types of fauna is found in national parks:

- Terrestial vegetation
- Acquatic vegetation
- Semi acquatic vegetation

	31 March 2026 '000'	31 March 2025 '000'

9. LIVING RESOURCES (CONTINUED)

Key judgements and assumptions applied

In terms of the NEM:PAA SANParks' mandate is to conserve, protect manage national parks and other defined protected areas and their biological diversity (biodiversity).SANParks acts as custodian to conserve the resources entrusted to it and thus to manage and conserve the environment as a whole. Therefore SANParks does not manage the physical condition of each individual animal or plant within a national park.

Animals in national parks are left to roam freely and the plants are left in their natural environment or habitat. SANParks only restricts the movement of wild animals by fencing off national parks generally for disease control purposes and limit the exposure of neighbouring landowners and communities to the risks associated with keeping wild animals in a national park. In the bigger parks, fences are very permeable as there are rivers and drainage lines going through the parks and therefore making it impossible to fence certain sections of the park. Therefore animals are able to move in and out through unfenced areas. Furthermore though national parks have fences, animal migration occurs frequently and animals do from time to time jump over, or burrow under fences. Access control is therefore not high and as such SANParks does not have control of the individual animals and plants within the parks.

SANParks is allowed in terms of the NEM: PAA to make use of the resources under its custodianship subject to the conditions that the ecological integrity of the ecological systems of the park is not significantly disrupted and that the survival of any species is not negatively affected. Although legally SANParks is allowed by the NEM: PAA to sell animals, in reality this is applicable to those animals where there is a market for buyers of such animals and also where the costs of disposal are much lower than the market value of the animals. SANParks' ability to sell animals is also dependent on the ability to count them and given the wide variety of the type of animals found in national parks, counting animals is only considered for larger animals. The counts performed by SANParks are not on an annual basis, on certain species SANParks can get an indication of the population every 5 years. Various methods are used to determine estimates of animal abundances in national parks.

These methods include: registration studies, block counts, total counts, fixed width sample transects, spoor indexing, photographic mark-recapture, call-up surveys or even guestimate usually from ranger experience. SANParks' main objective for counting animals is about the trend in animal populations and not necessarily to keep record of exact quantities of animals at any point in time. SANParks cannot guarantee the accuracy and precision of the counting process due to the various methods used and biases involved in the counting process. Furthermore a count of animals is done on a specific day and given the fact that animals roam freely within a park and SANParks cannot restrict their movement, the numbers counted on a specific day will certainly change within day or week especially in the bigger parks. SANParks ability to move or sell animals is based ultimately on ecological needs within parks due to too many animals under certain environmental conditions

In respect of animals sold and thus in terms of paragraph 20 of GRAP 110 SANParks has control, where the the presumption on acquisition date is that the acquisition date is the date that animals meet the definition of an asset, SANParks is not able to determine a reliable fair value of the animals. This is due to the variability in prices of animals depending on where an animals is located, the same specie of animal will sell at different prices depending on an animals location. Therefore due to the considerable varying ranges in prices SANParks cannot determine a reliable fair value and thus the recognition criteria is not met. Furthermore due to the restriction placed on animals in the Kruger National Park, SANParks cannot determine a fair value of animals in the Kruger National Park.

10. FINANCE LEASE OBLIGATION

	31 March 2026 '000'	31 March 2025 '000'
Minimum lease payments due		
- within one year	27,577	32,862
- in second to fifth year inclusive	63,739	102,113
	91,316	134,975
less: future finance charges	(13,635)	(25,409)
Present value of minimum lease payments	**77,681**	**109,566**
Present value of minimum lease payments due		
- within one year	21,428	23,003
- in second to fifth year inclusive	56,253	86,563
	77,681	**109,566**
Non-current liabilities	56,253	86,563
Current liabilities	21,428	23,003
	77,681	**109,566**

It is SANParks policy to lease certain motor vehicles and equipment under finance leases.

The average lease term was 3-5 years and the average effective borrowing rate was 10% (2025: 10%).

Interest rates are linked to prime at the contract date. All leases have fixed repayments and no arrangements have been entered into for contingent rent.

	31 March 2026 '000'	31 March 2025 '000'

11. PAYABLES FROM EXCHANGE TRANSACTIONS

Trade payables	184,464	197,762
Payments received in advance	75,652	119,890
VAT payables	81,703	19,648
Debtors with credit balances	2,328	1,669
Accrued lease liability	10,615	-
Accrued expenses	54,502	59,544
Deposits received	3,111	3,508
Other payables	30,118	22,340
	442,493	**424,361**
Trade Payables Age Analysis		
Current (0 - 30 days)	180,551	197,333
31 - 60 days	171	13
61 - 90 days	3	7
91 - 120 days	4	153
120 days and more	3,735	256
	184,464	**197,762**

12. ACCRUED LEAVE

Opening balance	89,944	81,515
Remeasurements	17,281	8,429
	107,225	**89,944**

	31 March 2026 '000'	31 March 2025 '000'

13. EMPLOYEE BENEFIT OBLIGATIONS

The amounts recognised in the statement of financial position are as follows:

Carrying value		
Present value of the defined benefit obligation-wholly unfunded	565,192	506,759
Net interest expense	58,789	60,244
Service cost	(38,486)	(33,978)
Remeasurement	35,703	32,167
	621,198	**565,192**
Non-current liabilities	(576,435)	(522,395)
Current liabilities	(44,763)	(42,797)
	(621,198)	**(565,192)**

Changes in the present value of the defined benefit obligation are as follows:

Current-service cost	4,225	4,109
Benefits paid	(42,711)	(38,087)
Interest cost	58,789	60,244
Remeasurements	35,703	32,167
	56,006	**58,433**

Net expense recognised in the statement of financial performance are as follows:

Service cost	4,225	4,109
- Current service cost	4,225	4,109
Net interest on the net defined benefit liability (asset)	58,789	60,244
- Actuarial gains and losses arising from:	35,703	32,167
- Changes in financial assumptions	35,703	32,167
	63,014	**64,353**

	31 March 2026 '000'	31 March 2025 '000'

13. EMPLOYEE BENEFIT OBLIGATIONS (CONTINUED)

Component of actuarial gains and losses

Financial assumption	26,704	19,332
Demographic assumption changes	-	-
Subsidy inflationary increases higher than assumed	2,812	17,509
Changes to membership profile different from assumed	6,273	(4,526)
Actual benefits vested, lower than expected	(86)	(148)
	35,703	**32,167**

Key assumptions used

Assumptions used at the reporting date:		
Discount rates used	9.40 %	10.80 %
CPI Inflation rate	4.10 %	5.00 %
Medical cost trend rates	5.90 %	6.80 %

The basis on which the discount rate has been determined is as follow:

GRAP 25 stipulates that the choice of this rate should be derived from government bond yields consistent with the estimated term of the post-employment liabilities. However, where there is no deep market in government bonds with a sufficiently long maturity to match the estimated term of all the benefit payments, current market rates of the appropriate term should be used to discount shorter term payments, and the discount rate for longer maturities should be estimated by extrapolating current market rates along the yield curve.

Consequently, a discount rate of 9.4% per annum has been used. The corresponding index-linked yield at this term is 4.6%. These rates do not reflect any adjustment for taxation. These rates were deduced from the interest rate data obtained from the Johannesburg Stock Exchange after the market close on 31 March 2026.

	31 March 2026 '000'	31 March 2025 '000'

13. EMPLOYEE BENEFIT OBLIGATIONS (CONTINUED)

Key Demographic Assumption	Value
Average retirement age	63
Continuation of membership at retirement	100% if subsidy is 100%. 90% if subsidy is 60%
Proportion with a spouse dependent at retirement	50%
Mortality during employment	SA 85-90
Mortality post-employment	PA(90) -1 with a 1% mortality improvement p.a from 2010

Sensitivity analysis

Assumed healthcare cost trends rates have a significant effect on the amounts recognised in surplus or deficit. A one percentage point change in assumed healthcare cost trends rates would have the following effects:

2026	One percentage point increase	One percentage point decrease
Medical aid contribution inflation rate	682,635	568,090
Discount rate	568,818	682,677
Post-employment mortality	599,304	643,231
Average retirement age		632.839

	31 March 2026 '000'	31 March 2025 '000'

13. EMPLOYEE BENEFIT OBLIGATIONS (CONTINUED)

Sensitivity analysis on current service and interest costs for year ending 31 March 2026

	One percentage point/year increase	One percentage point/year decrease
	R'000	R'000
Medical aid contribution inflation rate	69,617	57,317
Discount rate	62,427	63,550
Post-employment mortality	60,830	65,202
Average retirement age		63,975

2025	One percentage point increase	One percentage point decrease
Medical aid contribution inflation rate	620,289	517,480
Discount rate	518,308	620,076
Post-employment mortality	545,968	584,484
Average retirement age	-	577,647

Sensitivity analysis on current service and interest costs for year ending 31 March 2025

	One percentage point/year increase	One percentage point/year decrease
	'000	'000
Medical aid contribution inflation rate	71,049	58,571
Discount rate	63,191	65,580
Post-employment mortality	62,199	66,508
Average retirement age	-	65,775

	31 March 2026 '000'	31 March 2025 '000'

13. EMPLOYEE BENEFIT OBLIGATIONS (CONTINUED)

SANParks provides post-employment medical aid subsidies to eligible employees and retirees of South African National Parks and to their registered dependants.

The post-employment health care liability is not a funded arrangement, i.e. no separate assets have been set aside to meet this liability.

Eligible employees employed prior to 1 April 1996 will receive a 100% post-employment subsidy of the contribution payable should they be a member of a medical scheme at retirement.

Eligible employees employed on or after 1 April 1996 and prior to 1 April 1998 will receive a 60% post-employment subsidy of the contribution payable should they be a member of a medical scheme at retirement.

Employees employed after 1 April 1998 are not entitled to the post-employment subsidy benefit.

Upon a member's death-in-service, surviving dependants are entitled to commence receipt of the same post-employment subsidy. Upon a member's death-in-retirement, surviving dependants are entitled to continue to receive the same subsidy.

The following risks are associated with this post-employment medical-aid scheme:

Financial risks - This can be costly due to escalating health care costs

Long-term liabilities - The organisation may be obiligated to cover this expense for an extended period.

The expected contribution for the next financial year is R47 million

Past year and future projected defined benefit obligation.

	Year Ending 31/03/2027	Year Ending 31/03/2028
Opening DBO	621,198	634,518
Current service cost	3,910	4,278
Interest cost	56,241	57,336
Subsidy (benefit) payments	(46,831)	(50,257)
	634,518	**645,875**

	31 March 2026 '000'	31 March 2025 '000'

13. EMPLOYEE BENEFIT OBLIGATIONS (CONTINUED)

Maturity Analysis

The following figure shows the Defined Benefit Obiligation's maturity analysis (undiscounted expected benefit payments) for the next 80 years. The benefit payments that are expected to occur thereafter are relatively insignificant.

Future Year	Expected Benefit Payments	Future Year	Expected Benefit Payments	Future Year	Expected Benefit Payments
1	46,831	6 to 10	320,757	31 to 40	325,976
2	50,257	11 to 15	346,464	41 to 50	105,539
3	52.286	16 to 20	338,591	51 to 60	12,971
4	54,609	21 to 25	308,075	61 to 70	0,171
5	57,066	26 to 30	258,573	71 to 80	0,001

14. UNSPENT CONDITIONAL GRANTS AND RECEIPTS

Unspent conditional grants comprises of:

Unspent conditional grants and receipts		
Infrastructure grant	750,853	662,409
Special projects and Expanded Public Works Programme	247,397	222,654
Land grant	126,927	97,209
NDT - Grant Income	2,556	2,535
	1,127,733	**984,807**

	31 March 2026 '000'	31 March 2025 '000'

14. UNSPENT CONDITIONAL GRANTS AND RECEIPTS (CONTINUED)

Movement during the year		
Infrastructure Grant - Department of Forestry, Fisheries and the Environment (DFFE)		
Opening balance beginning of the year	662,409	800,509
Funds received during the year	355,599	79,967
Interest received during the year	46,646	76,765
Funds utilised during the year	(313,801)	(294,832)
	750,853	**662,409**
Infrastructure Grant - National Department of Tourism (NDT)		
Opening balance beginning of the year	2,535	2,960
Interest received or paid back during the year	22	(424)
Funds utilised during the year	(1)	(1)
	2,556	**2,535**
Special Projects and Expanded Public Works Programme (EPWP)		
Expanded public works programme	71,416	46,122
Special projects	125,170	124,022
Expanded Public Works Programme (EPWP) - Implementing Agent	50,811	52,510
	247,397	**222,654**
Expanded Public Works Programme (EPWP)		
Opening balance beginning of the year	46,122	275,419
Transferred from advance receipts	56,047	-
Funds received during the year	239,713	125,253
Interest received during the year	491	532
Funds utilised during the year	(270,957)	(355,082)
	71,416	**46,122**

14. UNSPENT CONDITIONAL GRANTS AND RECEIPTS (CONTINUED)

	31 March 2026 '000'	31 March 2025 '000'
Special Projects		
Opening balance beginning of the year	124,022	151,891
Funds received during the year	89,395	74,241
Interest received during the year	4,861	25,681
Interest paid back during the year	-	(5,263)
Funds utilised during the year	(93,108)	(122,528)
	125,170	**124,022**
Expanded Public Works Programme (EPWP) - Implementing agent		
Opening balance beginning of the year	52,510	52,539
Interest received during the year	1,048	-
Funds received during the year	9,480	13,663
Funds utilised during the year	(12,227)	(13,692)
	50,811	**52,510**
Land Grant		
Opening balance beginning of the year	97,209	89,972
Funds received during the year	23,435	22,430
Interest received during the year	7,936	5,795
Funds utilised during the year	(1,653)	(20,989)
	126,927	**97,208**

	31 March 2026 '000'	31 March 2025 '000'

15. PROVISIONS

Reconciliation of provisions - March 2026			
	Opening Balance	Remeasurements	Total
Concessionaires provision	150,253	4,682	154,935
Concessionaires provision (current)	196,195	3,505	199,700
	346,448	**8,187**	**354,635**

Reconciliation of provisions - March 2025			
	Opening Balance	Remeasurements	Total
Concessionaires provision	250,004	(99,751)	150,253
Concessionaires provision (current)	130,428	65,767	196,195
	380,432	**(33,984)**	**346,448**

Non-current liabilities	154,935	150,253
Current liabilities	199,700	196,195
	354,635	**346,448**

The lodge concessions entail allowing private operators to build and operate tourism facilities within the National Parks, for contracted defined periods, usually over a 20 year concession contract. Investors take over and upgrade specified existing lodge facilities, or build new ones. The contractual mechanism is a concession contract, which enables the private operator to use a defined area of land, plus any building that may already exist on that land, over a specific time period in return for payment of concession fees. Against these rights of occupation and commercial use of facilities, there is a set of obligations on the part of the concessionaire regarding financial terms, environmental management, social objectives, empowerment and other factors. Infringement of these requirements carries specified penalties, underpinned by performance bonds, and finally termination of the contract. The assets will revert to SANParks at a consideration equal to the residual value of the asset at the date of transfer. The provision arose as a result of the liability payable at the termination date of the concessionaire contract. Refer to note 3 for the concession asset.

For further details regarding the concessionaire's name, as well as the commencement and termination dates of the agreement, refer to Note 38.

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16. RESERVATION DEPOSITS

Opening balance	560,479	483,435
Movement during the year	47,169	77,044
Closing balance	**607,648**	**560,479**

Reservation deposits relate to deposits made by customers for future bookings.

17. TOURISM, RETAIL, CONCESSION AND OTHER

Retail sales		
Retail sales	380,180	356,074
	380,180	**356,074**
Tourism income		
Accommodation	1,086,444	976,304
Drive fees	92,969	78,925
Trail fees	44,336	39,593
Other tourism related activities	87,465	59,434
	1,311,214	**1,154,256**
Concession income		
Facilities rental*	77,315	69,289
Concession fees received	200,162	167,182
	277,477	**236,471**

	31 March 2026 '000'	31 March 2025 '000'

17. TOURISM, RETAIL, CONCESSION AND OTHER (CONTINUED)

Conservation income		
Wild card income	171,753	145,992
Conservation fees	1,006,883	847,507
Entrance fees	27,957	15,219
	1,206,593	**1,008,718**
Other income		
Rent received	23,750	16,300
Services rendered	18,499	54,136
	42,249	70,436
	3,217,713	**2,825,955**

*Facilities rental income relate to contingent fees received as a percentage of turnover from PPP agreements. The agreements range for a period between 5 - 20 years. different concessionaires on utilisation

18. SALES - FAUNA AND FLORA

Sales - fauna and flora	17,640	7,333

The sale of fauna and flora is used for biodiversity and to improve representative conservation estate.

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19. OTHER OPERATING INCOME

Sales - non-retail	2,305	3,544
Fines	1,146	879
Course fees	1,382	1,516
Commission received	12,253	13,828
Water and electricity	36,384	31,271
Rebates received	707	673
Location fee for filming right	3,218	4,683
Other income	50,185	53,062
Exchange rate difference income	149	450
	107,729	**109,906**

20. INTEREST INCOME

Interest revenue		
Interest Received	2	5
Interest charged on trade and other receivables	2,495	3,104
Interest Received Investments	104,103	112,872
Interest Received Bank	26,444	12,239
	133,044	**128,220**

	31 March 2026 '000'	31 March 2025 '000'
21. GOVERNMENT GRANTS AND OTHER FUNDING		
Operating grants		
Roads	15,773	16,470
Conservation	218,001	226,543
Land grant	1,653	20,989
Infrastructure grant - DFFE	313,802	294,834
Expanded Public Works Programme Grant	270,957	317,023
Special projects income	93,108	122,528
	913,294	**998,387**
22. DONATIONS		
Donations	11,171	33,199

The current year donation amount of R 6.6 million relates to all cash donations received by SANParks and R 4.5 million relates to in-kind donations.

23. EMPLOYEE RELATED COSTS		
Salaries and wages	1,558,751	1,339,650
Social contributions	238,970	209,452
Other salary related costs	205,976	154,955
Post-retirement benefits	63,014	64,353
	2,066,711	**1,768,410**

	31 March 2026 '000'	31 March 2025 '000'

23. EMPLOYEE RELATED COSTS (CONTINUED)

Included in employee related costs are related parties transactions pertaining to key management personnel remuneration as detailed in note 34 .

SANParks Pension Fund

Contributions by the employer and the employees are allocated to the SANParks Pension Fund. The fund is a defined contribution plan which is controlled by the Pension Funds Act, 1956 and administered by a financial institution. During the year SANParks contributed an amount of R79 million for 2 598 employees to the retirement fund (2025: R65 million for 2 466 employees)

SACCAWU National Provident Fund

The fund is a defined contribution plan, which is controlled by the Pension Funds Act, 1956 and administered by a financial institution. Retirement benefits are based on the accumulated credits as contributed by both employer and employee. During the year SANParks contributed an amount of R51 million for 2 137 employees (2025: R47 million for 2 191 employees)

24. DEPRECIATION AND AMORTISATION

Property, plant and equipment	167,961	160,478
Intangible assets	2,459	2,406
	170,420	**162,884**

25. FINANCE COSTS

Finance leases	9,156	6,789
Bank charges	23	23
	9,179	**6,812**

	31 March 2026 '000'	31 March 2025 '000'

26. LEASE RENTALS ON OPERATING LEASE

Earthmoving equipment and Vehicles		
Contractual amounts	49,702	14,819
Office equipment and rentals		
Contractual amounts	22,811	13,850
	72,513	**28,669**

Sale and leaseback

Motor vehicles previously recognised under finance lease arrangements, were disposed through sale-and-leaseback transaction and subsequently leased back under operating lease agreement.

Management assessed the transactions against the applicable requirements of GRAP relating to leases and concluded that the transaction constituted sales executed at fair value based on the commercial terms negotiated with the counterparty.

The carrying amount of the vehicles disposed of at the date of the transaction amounted to R36,030, whilst the deemed consideration received amounted to R42,644 resulting in a net accounting gain of R6,614 recognised in surplus or deficit during the current reporting period.

Management further considered whether the excess of proceeds over the carrying amount represented deferred financing or compensation for future lease payments and concluded that immediate recognition was appropriate, as the transaction was concluded at arm's length and reflected fair value at the transaction date.

27. COST OF SALES

Retail cost of sales	292,930	293,792
Accommodation	21,739	19,723
Wild Cards	38,155	33,166
	352,824	**346,681**

	31 March 2026 '000'	31 March 2025 '000'

28. GAIN/(LOSS) ON DISPOSAL OF ASSETS

Loss on disposal of assets	(10,956)	(4,270)

Assets were disposed off at a loss.

29. OPERATING EXPENSES

Assessment rates and municipal charges	128,545	129,689
Auditors remuneration	9,792	11,429
Bank charges	48,747	42,915
Consulting and professional fees	180,615	110,197
Consumables	101,987	108,669
License fees	77,368	77,105
Insurance	66,316	103,163
EPWP and other project expenditure	146,278	210,643
Information and communication technology expenses	111,442	113,747
Motor vehicle expenses	10,729	7,427
Fuel and oil	76,577	84,930
Promotions	22,416	22,412
Repairs and maintenance	261,015	222,838
Staff welfare	109,677	82,769
Telephone and fax	14,545	15,375
Other operating expenses	139,384	58,679
Impairment of financial assets	17,317	2,734
Special projects expenses	32,295	32,535
Impairment loss of PPE	9,508	714
Game capture expenses	6,030	4,181
	1,570,583	**1,442,151**

	31 March 2026 '000'	31 March 2025 '000'

29. OPERATING EXPENSES (CONTINUED)

EPWP and other project expenditure.

The Expanded Public Works Programme (EPWP) is implemented through Biodiversity Social Projects (BSP) and the expenditure includes rehabilitation and other related costs. The costs include among others, alien invasive vegetation clearing, land rehabilitation, cleaning of beaches and infrastructure maintenance.

30. AUDITORS' REMUNERATION

Internal audit fees	2,762	4,781
External audit fees	7,030	6,648
	9,792	**11,429**

31. IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE

Irregular Expenditure	111	171,639
Fruitless and wasteful expenditure	57	21
Total	**168**	**171,660**

Irregular Expenditure

2025/26: Irregular expenditure was incurred as a result of non-compliance with prescribed supply chain management requirements, including the procurement of services from a service provider not duly appointed and the evaluation and award of an RFQ after the expiry of its validity period.

2024/25: The majority of the irregular expenditure relates to instances where contracts had expired and appropriate procurement processes were not followed to regularise deviations in accordance with applicable legislation.

Fruitless and Wasteful Expenditure

2025/26: Fruitless expenditure was incurred on catering services for which no goods or services were received, resulting in no value being derived, as well as on penalties and interest arising from the late renewal of vehicle licences.

2024/25: Fruitless and wasteful expenditure incurred is mainly as a result of interest, fines and penalties incurred during the year.

Included in irregular expenditure for the 2024/2025 financial year is an amount of R66 million which relates to ICT services, emanating from an expired contract with DataCentrix. SANParks awarded a new tender for the provision of ICT Services. However, the existing service provider which was Datacentrix contested the appointment and instituted legal action. The outcome of the judgement stated that DCX should continue to provide services under the same terms and conditions, for a period of 12 months during which a new tender process must be finalised.

32. CASH GENERATED FROM OPERATIONS

	31 March 2026 '000'	31 March 2025 '000'
Surplus	111,702	310,956
Adjustments for:		
Depreciation and amortisation	170,420	162,884
Gain/Loss on sale of assets	10,956	4,270
Provision for impairment	26,825	-
Finance costs	9,156	2,293
Donations - PPE	(1,152)	-
Movements in retirement benefit liabilities	56,006	58,433
Movements in concession provisions	8,187	(33,984)
Movement in leave provision	17,281	8,429
Other non-cash items	(6,757)	(26,503)
Changes in working capital:		
Inventories	(31,097)	(4,935)
Receivables from exchange transactions	(79,692)	67,674
Payables from exchange transactions	18,132	97,538
Unspent conditional grants and receipts	142,926	(388,484)
Reservation deposits	47,169	77,044
	500,062	**335,615**

33. FINANCIAL INSTRUMENTS - RISK MANAGEMENT AND OTHER DISCLOSURES

Significance of financial instruments for financial position and financial performance Statement of financial position

Categories of financial assets and financial liabilities Carrying amounts of financial assets

Class of financial instrument 2026			
	Note(s)	At amortised cost	Total
Cash and cash equivalents	4	2,707,897	2,707,897
Receivable from exchange transactions	3	46,393	46,393
Total carrying amounts		**2,754,290**	**2,754,290**

- The entity's financial assets are measured at amortised cost, for disclosure purposes, the fair values of these instruments are categorised within the fair value hierarchy as Level 2.
- The entity does not have any financial instruments that are carried at fair value, and therefore no instruments are classified as Level 1 or Level 3 in the fair value hierarchy.
- The maximum exposure to credit risk is the carrying amount of each class of assets.
- The expected credit loss (ECL) impact on cash and cash equivalents was assessed and quantified. However, the resulting amount was determined to be immaterial and, accordingly, no adjustment was recognised against the balance.

Class of financial instrument 2025			
	Note(s)	At amortised cost	Total
Cash and cash equivalents	4	2,661,365	2,661,365
Receivable from exchange transactions	3	35,835	35,835
Total carrying amounts		**2,697,200**	**2,697,200**

33. FINANCIAL INSTRUMENTS - RISK MANAGEMENT AND OTHER DISCLOSURES (CONTINUED)

Carrying amounts of financial liabilities

Class of financial instrument 2026	Note(s)	At amortised cost	Total
Finance Lease Obligation	10	91,316	91,316
Trade and Other Payables	11	184,465	184,465
Accrued Expenses	11	54,502	54,502
Other Payables	11	30,350	30,350
Concession Liability	15	354,635	354,635
Payables - Deposits Received	11	3,111	3,111
Total carrying amounts		**718,379**	**718,379**

Class of financial instrument 2025	Note(s)	At amortised cost	Total
Finance Lease Obligation	10	134,975	134,975
Trade and Other Payables	11	197,762	197,762
Accrued Expenses	11	59,544	59,544
Other Payables	11	22,340	22,340
Concession Liability	15	346,448	346,448
Payables - Deposits Received	11	3,508	3,508
Total carrying amounts		**764,577**	**764,577**

33. FINANCIAL INSTRUMENTS - RISK MANAGEMENT AND OTHER DISCLOSURES (CONTINUED)

Nature and extent of risks arising from financial instruments

Qualitative and quantitative disclosures overview

The entity is exposed to the following risks from its use of annual financial statements:

- Credit risk;
- Liquidity risk; and
- Market risk (currency risk, interest rate risk and price risk).

The board of directors has overall responsibility for the establishment and oversight of the entity's risk management framework. The board has established the risk committee, which is responsible for developing and monitoring the entity's risk management policies. The committee reports quarterly to the board of directors on its activities.

The entity's risk management policies are established to identify and analyse the risks faced by the entity, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the entity's activities.

The entity audit and risk committee oversees how management monitors compliance with the risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the entity. The audit and risk committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit and risk committee.

Credit risk

Scope and objectives

Credit risk is the risk of financial loss to SANParks where counterparties to financial instruments fail to meet their contractual obligations. Credit risk arises mainly from cash deposits, cash and cash equivalents, and trade debtors.

Trade debtors are amounts owing by various types of customers. Credit risk from trade debtors is limited as sales to retail customers are settled in cash or using major credit cards. No credit is allowed unless backed by an agreement whereby risk control assesses the credit worthiness of the customer, taking into account its financial position, past experience and other factors. Where necessary, SANParks obtains appropriate deposits from debtors to mitigate risk.

SANParks limits its exposure to credit risk on cash and cash equivalents by investing with only reputable financial institutions that have a sound credit rating and within specific guidelines set in SANParks investment policy and cash management procedures. Therefore SANParks does not consider there to be any significant exposure to credit risk. SANParks holds trade and other receivables within a management model whose objective is to hold financial assets in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding and therefore are initially and subsequently measured at amortised cost using the effective interest rate method.

33. FINANCIAL INSTRUMENTS - RISK MANAGEMENT AND OTHER DISCLOSURES (CONTINUED)

The credit risk management practice

Credit risk relating to trade and other receivables is assessed by considering the following counterparty characteristics:

- Outstanding balances aged 90 days or more;
- Formal communication from the debtor indicating financial difficulty or inability to settle obligations when due;
- Entities under business rescue or liquidation without approved payment arrangements;
- Court rulings that compel the entity to continue providing goods or services under unfavourable conditions;
- Other relevant social, economic, or political risk factors.

The entity applies established credit control procedures to manage and monitor customer accounts and initiate remedial action if payment terms are not met. These procedures include:

- Following up with debtors through telephone, written correspondence, and in-person engagement;
- Negotiating mutually acceptable payment arrangements;
- Issuing notices of default and demand letters;
- Escalating non-compliance to legal recovery processes.

New customers may be required to provide security deposits, bank guarantees, or other forms of collateral, typically equivalent to one to three months of expected usage, at the start of the service agreement. In high-risk areas with non-paying customers, the entity employs strategies including:

- Continuous engagement with the debtor;
- Court-enforced payment arrangements;
- Early identification and monitoring of defaulting trends;
- Review and adjustment of security deposits or guarantees;
- Strengthening of internal processes, including system automation of reminders and demand notices;
- Escalation to senior management or external intervention for persistent defaulters;
- Robust legal recovery proceedings.

The decision to impair overdue amounts is based on the probability of recovery, considering both the individual debtor's credit risk profile and the broader customer portfolio.

The entity's main classes of trade receivables are:

- Sundry receivables
- Travel trade receivables
- Concessions
- Concession operations
- Staff receivables
- Cash and game receivables
- South African Radio Astronomy Observatory (SARAO) (GOVT)
- Parks permits

33. FINANCIAL INSTRUMENTS - RISK MANAGEMENT AND OTHER DISCLOSURES (CONTINUED)

Sundry receivables

These balances relate to a variety of miscellaneous transactions with third parties that do not fall within the entity's core operating categories. Payment terms vary by agreement, and accounts are individually assessed for impairment.

Travel trade receivables

These transactions arise from arrangements with the travel and tourism sector, including tour operators and travel agencies, for the booking and packaging of tourism products offered by SANParks. Customers are billed based on contractual terms, with standard settlement periods generally ranging between 30 and 60 days.

Concessions

This class relates to concession fees receivable from third parties granted rights to operate within designated areas of national parks (e.g., lodges, retail outlets). Revenue is recognised in line with concession agreements, and receivables are monitored for compliance with agreed payment terms.

Concession operations

Receivables under concession operations arise from direct operational activities conducted in partnership with concessionaires, including revenue-sharing arrangements. Payment terms are governed by underlying contracts and vary by concession type.

Staff receivables

These include amounts owing by employees, typically relating to staff loans, advances, or recoveries for benefits and services provided. Repayment is generally effected through payroll deductions or agreed repayment plans.

Game receivables

This category relates to proceeds from the sale of game and related wildlife management activities. Transactions are conducted with approved buyers under controlled processes, and payment terms are usually short-term.

South African Radio Astronomy Observatory (SARAO)

These receivables arise from collaborative projects and service agreements between SANParks and SARAO, linked to land use, infrastructure support, or shared initiatives within protected areas. Settlement terms are governed by formal agreements.

Parks permits

This class includes amounts due from the issuance of permits for various activities within national parks, such as filming, research, and special access. Payment is generally due upon approval of the permit, with limited exposure to credit risk.

Counterparty risk

The entity's exposure to counterparty risk arises primarily from the investment of surplus cash and cash equivalents with various Board-approved financial institutions. SANParks places funds only with reputable institutions that have sound credit ratings, in line with the entity's approved investment policy and cash management procedures.

The entity limits its exposure to counterparty credit risk by:

- Investing only with Board-approved financial institutions that meet the minimum credit rating requirements; Definition of default

SANParks considers financial assets held with counterparties to be in default when objective evidence indicates that a loss event has occurred, which is available without undue cost or effort. Such events include:

33. FINANCIAL INSTRUMENTS - RISK MANAGEMENT AND OTHER DISCLOSURES (CONTINUED)

- Counterparty experiencing financial distress;
- Default on contractual obligations, including interest or principal payments;
- Probability of the counterparty entering bankruptcy, liquidation, curatorship, or administration; and
- Amounts overdue for more than 90 days.

Exposure to concentration risk

Currently, SANParks is exposed to a high concentration risk on its trade receivables, specifically within the Concessions debtor class. Concessions constitute a significant portion of the total trade receivables balance. This concentration risk arises from reliance on a limited number of concessionaires who operate within the National Parks.

SANParks is implementing strategies to mitigate this risk by diversifying its revenue base through new concession arrangements and alternative commercial opportunities. In addition, SANParks maintains ongoing engagement with concessionaires and ensures that contractual terms, monitoring processes and points of contact are in place to safeguard the entity's interests and reduce dependency on a small number of counterparties

Exposure to credit risk

The carrying amount of financial assets represents the maximum credit exposure that SANParks is exposed to. SANParks' exposure to credit risk primarily relates to its cash and cash equivalents. However, SANParks does not consider there to be any significant exposure to credit risk, as funds are placed only with reputable financial institutions that maintain sound credit ratings.

Credit Loss Allowance

The entity recognises expected credit loss on classification of the following financial assets:

- Receivables from exchange transactions
- Cash and cash equivalents

General approach

The general approach is applied to cash and cash equivalents. The approach determines the loss allowance based on whether there has been significant increase in credit risk since initial recognition of the financial asset. Commercial banks are regulated, well-capitalised counterparties subject to prudential supervision, and are considered to be of low credit risk. The credit rating applied is the Moody's Baseline Credit Assessment (BCA), which reflects the bank's stand-alone creditworthiness before any external support. As at 31 March 2026, this rating is Ba2. Moody's BCA was selected because it produces the most conservative (highest PD) outcome across the three agencies considered: Moody's BCA, S&P's long-term issuer rating, and Fitch's Issuer Default Rating (IDR).

Given the limited population of South African bank defaults, there is insufficient historical loss data to derive a statistically credible LGD. The Basel III Foundation Internal Ratings-Based (FIRB) supervisory LGD has therefore been adopted as a proxy. While the Basel parameters are calibrated for regulatory capital purposes rather than GRAP 104 reporting, they are anchored in extensive cross-jurisdictional default and recovery data collected by the Basel Committee, and are widely accepted as a reasonable proxy where entity-specific recovery experience is unavailable. The 45% F-IRB LGD specifically applies to senior unsecured exposures to banks, which matches the nature of the deposits held.

- PD = 0.94% — Moody's BCA-implied 1-year default rate at the Ba2 notch
- LGD = 45% — Basel III F-IRB supervisory parameter for senior unsecured exposures to banks, used as a proxy due to the absence of reliable entity-specific recovery data
- EAD = Carrying amount at the reporting date

33. FINANCIAL INSTRUMENTS - RISK MANAGEMENT AND OTHER DISCLOSURES (CONTINUED)

The CPD is a wholly owned subsidiary of the South African Reserve Bank (SARB) and operates as the vehicle through which surplus public-sector funds are invested. As the CPD is fully backed by the SARB, it is considered to be of very low credit risk, and a 12-month ECL has been recognised. The CPD does not have an external standalone credit rating. As it is a SARB subsidiary, its credit risk is the credit risk of the South African sovereign, and the Moody's localcurrency long-term sovereign rating has therefore been use. As at 31 March 2026, this rating is Ba2.

The LGD applied is the Basel III input floor of 25% for senior unsecured exposures. The economically appropriate LGD for the CPD is likely very low, given that any CPD stress event will be addressed through direct SARB intervention (the SARB has both the mandate and the monetary capacity to ensure the CPD meets its obligations). Because true loss-given-default is expected to be near zero but cannot be precisely quantified, the Basel III prudential floor has been adopted as a conservative proxy. Use of the floor — rather than a lower entity-derived figure — also avoids reliance on a parameter that cannot be substantiated with observable data.

- PD = 0.94% — Moody's 1-year through-the-cycle default rate at the Ba2 South African sovereign rating, used as a proxy because the CPD is a SARB subsidiary with no external credit rating of its own.
- LGD = 25% — Basel III input floor for senior unsecured exposures, applied on the basis that the recovery mechanism in a CPD stress event is direct SARB support.
- EAD = Carrying amount at the reporting date.

The expected credit loss (ECL) impact on cash and cash equivalents was assessed and quantified. However, the resulting amount was determined to be immaterial and, accordingly, no adjustment was recognised against the balance.

Inputs, assumptions and estimation techniques

GRAP 104 (Revised) requires that the loss allowance looks forward and not just at historical information: alongside historical loss experience, the standard expects entities to consider any reasonable and supportable information about the future that is available without undue cost or effort. This was done by linking default rates to macroeconomic variables — for example, estimating whether higher inflation, lower GDP growth, or higher interest rates lead to more debtors defaulting.

The entity recognises a loss allowance for expected credit losses on all financial assets measured at amortised cost.

In compliance with the GRAP 104 simplified approach, the entity recognises a loss allowance for expected credit losses (ECL) on all financial assets measured at amortised cost, requiring recognition of the loss allowance for all trade receivables at lifetime expected credit losses from initial recognition until derecognition. The entity considers a financial asset to be in default when it is more than 90 days past due on its contractual payments, or when there is evidence that the debtor is unlikely to pay their credit obligations in full without the entity's recourse, such as legal action or a credit-enhancing guarantee.

The provision matrix approach is used, which involves applying historical loss rates to ageing buckets of receivables. The methodology for calculating impairment values on outstanding receivable balance is as follows:

- **Step 1: Determine the appropriate groupings -** Receivables are grouped into eight debtor categories (Concessions, Concession Operations, Sundry, Government, Game, Travel Trade, Staff, Parks Permits).
- **Step 2: Determine the historical period of data -** Monthly aged debtor data from April 2015 to March 2026 was used. The 12-month COVID period (calendar year 2020) is excluded so that the calibration reflects long-run conditions.

33. FINANCIAL INSTRUMENTS - RISK MANAGEMENT AND OTHER DISCLOSURES (CONTINUED)

- **Step 3: Determine the historical payment profile -** For each category, weighted transition (roll) rates between consecutive ageing buckets are calculated for all available month pairs.
- **Step 4: Calculate the historical loss rate -** Cumulative lifetime loss rates are derived by chaining transition rates forward to the absorbing 120+ Days state and applying a terminal (1 - recovery) rate.
- **Step 5: Adjust for current and forward-looking information -** A category-level OLS regression of the annual default rate on four macroeconomic variables (each at lag 0 and lag 1) was run. Selection requires $p < 0.05$, coefficient sign consistent with credit theory, VIF = 5.0 (where applicable) and leave-one-out $R^2 = 0.30$. No category produced a model that cleared all four gates.
- **Step 6: Apply discounting to present value -** For interest-bearing categories (Concessions, CONCOPS, Sundry, Game, Travel Trade, Parks Permits), the Original Effective Interest Rate ("EIR") cancellation applies, and no further adjustment is needed. For Staff and Government, where no contractual interest is charged, the result was immaterial.
- **Step 7: Calculate the ECL using the expected loss rates -** ECL is calculated at the segment × bucket level as Exposure × cumulative provision rate, then aggregated.

Four South African macroeconomic indicators were tested for each in-scope debtor category: Consumer Price Inflation (CPI YoY, Stats SA), Gross Domestic Product growth (GDP YoY, Stats SA), the South African Reserve Bank repo rate (Repo, SARB Selected Historical Rates), and the FNB Property Barometer House Price Index (HPI YoY). Each variable was tested at lag 0 (same calendar year as the default rate) and lag 1 (macro leading default by one year), giving eight candidate regressors per category.

The dependent variable for the regression is the annual category-level default rate (DR), the proportion of currently performing balances that migrate into default over the following 12 months, averaged within each calendar year.

- Statistical significance: Statistical significance is assessed using a p-value threshold of á = 0.05, corresponding to a 95% confidence level in the OLS regression. This threshold is the widely accepted standard in statistical hypothesis testing and provides reasonable assurance that the selected model drivers exhibit genuine predictive power, rather than reflecting spurious relationships.
- Economic sign prior: The regression coefficient must match the sign expected from credit theory — positive for CPI, negative for GDP growth, positive for the repo rate, and negative for HPI. Counterintuitive coefficients are rejected on principle, regardless of statistical significance.
- Multi-collinearity (two variable specifications only) Variance Inflation Factor . 5.0. The VIF measures the extent to which the variance of an estimated regression coefficient is inflated due to linear dependence between explanatory variables. A VIF of 1 indicates no correlation between a given predictor and the remaining predictors, while higher values indicate increasing multi-collinearity, which destabilises coefficient estimates and undermines the interpretability and predictive reliability of the model. There is no regulator-prescribed threshold for VIF. A VIF cut-off of . 5.0 has therefore been adopted, as it is a well-established industry convention in applied econometrics and credit risk model development. The 5.0 threshold is consistent with the guidance in An Introduction to Statistical Learning (James, Witten, Hastie & Tibshirani), a widely used reference text in statistical modelling, which identifies VIF values exceeding 5 as indicative of problematic collinearity.

33. FINANCIAL INSTRUMENTS - RISK MANAGEMENT AND OTHER DISCLOSURES (CONTINUED)

- Out-of-sample predictive power: Leave-one-out R2 . 0.30. Each of the n observations is held out in turn, the model is refitted on the remaining n . 1 observations and used to predict the held-out point. The LOO R2 answers a simple question: with this model removed from the data it was fitted on, can it predict an unseen year? A negative LOO R2 means a constant-mean prediction would have outperformed the regression model out-of-sample. There is no regulator-prescribed threshold for LOO R2 and academic literature does not specify a single universally accepted cut-off. A threshold of 0.30 has therefore been adopted as an internal acceptance criterion, on the following basis. First, it is materially above zero, which excludes models that perform no better than (or worse than) a naive mean prediction. Second, a 0.30 threshold is broadly consistent with the lower bound of "moderate" predictive strength as conventionally interpreted in model development.

A maximum of two macro variables may enter any final model, capping over-fitting risk at this sample size.

Quantitative and qualitative information about amounts arising from expected credit losses Changes in loss allowance and gross carrying amount

2026

Financial asset (Trade and other receivables from exchange transacti 3

Reconciliation of loss allowance

Lifetime ECL, Total simplified approach (receivables)

Loss allowance at the beginning of the year	25,14	25,14
Loss allowance movement	17,317	17,317
Loss allowance at the end of the year	**42,462**	**42,462**

Significant changes in the gross carrying amount that contributed to changes in the loss allowance were:

An increase in outstanding balances from concessionaires, tourism operations, accommodation bookings and other commercial customers during the year, resulting in a corresponding increase in exposure to expected credit losses.

Growth in receivables arising from revenue generated during the peak tourism season, particularly towards year-end, which increased the gross carrying amount subject to impairment assessment.

The refinement of the expected credit loss model inputs and assumptions, including revised forward-looking information and collection expectations, which impacted the measurement of the loss allowance.

Liquidity risk

Liquidity risk is the risk of SANParks not having sufficient funds to meet its financial obligations as they fall due. The entity manages liquidity risk through proper management of working capital, monitoring variances of actual expenditure against budgeted amounts, ongoing review of future commitments and credit facilities.

33. FINANCIAL INSTRUMENTS - RISK MANAGEMENT AND OTHER DISCLOSURES (CONTINUED)

There have been no significant changes in the liquidity risk management policies and processes since the prior reporting period.

Cash flow forecasts are prepared and adequate utilised borrowing facilities are monitored.

The maturity profile of contractual cash flows of non-derivative financial liabilities and financial assets held to mitigate the risk are presented in the following table. The cash flows are undiscounted contractual amounts.

Maturity analysis of contractual undiscounted cash outflows – non-derivative financial liabilities

2026	Less than 1 year	Later than 1 year and not later than 5 years	Total
Liabilities			
Finance Lease Obligation	27,577	63,739	91,316
Concession Liability	199,700	154,935	354,635
Trade and Other Payables	184,465	-	184,465
Accrued Expenses	54,502	-	54,502
Other Payables	30,350	-	30,350
Payables - Deposits Received	3,111	-	3,111

2025	Less than 1 year	Later than 1 year and not later than 5 years	Total
Non-current liabilities			
Finance Lease Obligation	32,862	102,113	134,975
Concession Liability	196,195	150,253	346,448
Trade and Other Payables	197,762	-	197,762
Accrued Expenses	59,544	-	59,544
Other Payables	22,340	-	22,340
Payables - Deposits Received	3,508	-	3,508

33. FINANCIAL INSTRUMENTS - RISK MANAGEMENT AND OTHER DISCLOSURES (CONTINUED)

Market risk

Sensitivity analysis

Scope and objectives

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of market factors such as interest rates and foreign exchange rates. SANParks' exposure to market risk is limited to interest rate risk.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will be negatively affected by the adverse changes in interest rates.

The entity' interest rate risk arises from finance leases and investments at variable interest rates.

Interest rate risk on investments is monitored by key management personnel through ensuring that investments are made in accordance with SANParks' investment guideline. Investments are diversified amongst financial institutions selected according to their registered investment grading.

Interest rate risk on finance leases at variable rates is monitored by key management personnel through cash flow forecasts. Cash flow forecasts are assessed and monitored to ensure that reasonable and appropriate assumptions have been taken into consideration to minimise interest rate risk on future cash flows.

Interest rate sensitivity analysis

The following sensitivity analysis has been prepared using a sensitivity rate which is used when reporting interest rate risk internally to key management personnel and represents management's assessment of the reasonably possible change in interest rates. All other variables remain constant. The sensitivity analysis includes only financial instruments exposed to interest rate risk which were recognised at the reporting date. No changes were made to the methods and assumptions used in the preparation of the sensitivity analysis compared to the previous reporting period.

A sensitivity analysis is performed to assess the impact of reasonably possible changes in interest rates on the entity's surplus or deficit. Management has applied a 1% increase or decrease in interest rates as the reasonably possible change in rates. A 1% increase in interest rates would result in an increase in interest income earned on cash and investment balances, while a 1% decrease would result in a corresponding reduction in interest income. All other variables remain constant. The analysis includes only the CPD account as interest earned on other accounts is immaterial.

Tabular sensitivity analysis

Increase or decrease in rate:	2026 Increase	2026 Decrease	2025 Increase	2025 Decrease
Impact on surplus or deficit: Cash and cash equivalents: CPD	14,856	(14,856)	9,730	(9,730)

34. RELATED PARTIES

Relationships

Members	Names of key management are listed in the Management Class: Board Members below
Controlling entity	Department of Forestry, Fisheries and the Environment (DFFE)
Entities under common control	South African National Biodiversity Institute (SANBI) South African Weather Services (SAWS) Isimangaliso Wetland
Members of key management	Names of key management are listed in the Management Class: Executive Management below.

The entity is deemed under common control with all the entities in the national sphere of government; therefore, these entities are considered related parties.

SANParks receives its operational grant allocation and various other conditional grants from the DFFE. Amounts unspent at year end for conditional grants are disclosed as a liability at the end of the financial year-end.

All transactions with related parties are at arm's length.

Related party balances

The unspent conditional grant represents grants received by SANParks which have been accounted for as a liability in terms of GRAP 23 as the conditions pertaining to the grant have not yet been met. Refer to Note 14.

Key management information

Class	Description	Number
Non-executive board members	Accounting Authority	11
Executive board members Executive management	EXCO	12

34. RELATED PARTIES (CONTINUED)

Remuneration of management

Management class: Board members

March 2026	Fees for services as committee members	Total
	R'000	R'000
Name		
Ms P Yako(Chairperson)*	317	317
Ms N Mayathula-Khoza*	178	178
Ms Z Ramasia *	207	207
Ms Y Friedmann*	175	175
Ms H Mushiane***	227	227
Chief L Matsila***	313	313
Mr B Ngobeni*	111	111
Mr E Neluvhalani*	133	133
Mr L Mogakane*	156	156
Mr J Mashele*	145	145
Ms B Koyana*	175	175
Adv M Ndaba*	74	74
Ms B Ferguson (Chairperson)**	158	158
Dr S Masuku**	171	171
Ms R Nxele**	154	154
Mr M Mongane**	128	128
Adv C Warburton**	122	122
Mr T Bouwer**	145	145
Mr R Maboe**	137	137
Mr A Latchu**	117	117
	3,343	**3,343**

34. RELATED PARTIES (CONTINUED)

March 2025	Fees for services as committee members	Total
	R'000	R'000
Name		
Ms P Yako(Chairperson)	321	321
Ms N Mayathula-Khoza	243	243
Ms Z Ramasia	288	288
Ms Y Friedmann	299	299
Ms H Mushiane	204	204
Chief L Matsila	166	166
Mr B Ngobeni	207	207
Mr E Neluvhalani	238	238
Mr L Mogakane	275	275
Mr J Mashele	179	179
Ms B Koyana	267	267
Mr T Kgokolo	35	35
Adv M Ndaba	94	94
	2,816	**2,816**

* Served as a board member from 01 October 2021-30 September 2025.

** Appointed as a new board member from 01 October 2025 to present.

*** Reappointed as a board member from 01 October 2025 to present.

34. RELATED PARTIES (CONTINUED)

Management class: Executive Management

2026				
Name	Basic salary	Bonuses and performance related payments	Other short-term benefits	Total
	R'000	R'000	R'000	R'000
Ms H Sello - CEO	3,562	283	368	4,213
Ms L McCourt - COO - (Contract ended 31 December 2025)	1,802	216	246	2,264
Mrs NMR Rampedi - Head: Governance and Compliance	1,977	170	206	2,353
Mr PS Mokoena - ME Parks	2,607	199	263	3,069
Mr OME Mthimkhulu - ME KNP	2,825	198	287	3,310
Ms PNT Makukule - CFO (Resigned 31 January 2026)	1,424	-	360	1,784
Mrs KV Silubane -(Acting CFO - 1 February 2026)	1,827	123	234	2,184
Dr H Hendricks - ME Conservation Services	2,392	202	396	2,990
Ms N Nyilenda - ME Tourism	2,256	183	242	2,681
Mr L Makhadi - CAE	1,777	145	185	2,107
Ms M Umlaw - Head HCM (Resigned 31 December 2025)	1,620	177	277	2,074
Ms SKA Ntshanga - Head SET	2,110	129	218	2,457
Mr JP Louw - Head Corporate Communication	1,735	151	181	2,067
Ms AK Khumalo - (Acting Head HCM - 1 January 2026)	1,710	80	175	1,965
Mrs Il Sinovich (Acting COO - 1 February 2026)	1,544	-	156	1,700
	31,168	**2,256**	**3,794**	**37,218**

34. RELATED PARTIES (CONTINUED)

2025			
Name	Basic salary	Other short-term benefits	Total
	R'000	R'000	R'000
Ms H Sello - CEO	3,283	339	3,622
Ms L McCourt - COO	2,504	261	2,765
Ms SKA Ntshanga - Head SET	1,358	143	1,501
Mr PS Mokoena - ME Parks and (Acting ME Tourism -1 March 2025)	2,307	244	2,551
Mr OME Mthimkhulu - ME KNP	2,283	237	2,520
Ms PNT Makukule - CFO*	978	249	1,227
Dr H Hendricks - ME Conservation Services	2,222	368	2,590
Mrs KV Silubane - Acting CFO 1 September 2024	1,685	225	1,910
Ms N Nyilenda - ME Tourism **	2,118	228	2,346
Mr JP Louw - Head Corporate Communication	1,856	193	2,049
Mr L Makhadi - CAE	1,685	175	1,860
Ms M Umlaw - Head HCM	1,971	203	2,174
	24,250	**2,865**	**27,115**

*Ms PNT Makukule - CFO - On sabbatical leave from August 2024.

**Ms N Nyilenda - ME Tourism - On maternity leave as of February 2025.

	31 March 2026 '000'	31 March 2025 '000'

35. COMMITMENTS

Authorised capital expenditure

Already contracted for but not provided for

• Property, plant and equipment	225,028	343,734

Not yet contracted for and authorised by members

• Property, plant and equipment	5,565	86,194

Total capital commitments		
Already contracted for but not provided for	225,028	343,734
Not yet contracted for and authorised by members	5,565	86,194
	230,593	**429,928**

Total commitments		
Authorised capital expenditure	230,593	429,928

Operating leases - as lessee (expense)		
Minimum lease payments due		
- within one year	85,792	31,914
- in second to fifth year inclusive	258,472	104,183
	344,264	**136,097**

Operating lease payments represent rentals payable by the entity for certain of its office equipments, office accommodation and earthmoving equipment. No contingent rent is payable.

The lease terms typically average between 36 to 60 months, with no options for renewal or purchase at the end of the lease term. The lease payments are made on a monthly basis.

Escalation for certain leases are based on CPI, while majority of the lease have no escalation clause. There are no restrictions imposed by the lease arrangements, nor any significant obligations beyond the monthly payments.

36. CONTINGENCIES CONTINGENT LIABILITIES

Swellendam Municipality v/s SANParks (Bontebok National Park)

Nine simple summons were served on SANParks on 26 June 2019 by the Swellendam Municipality for outstanding property rates in respect of various properties in Bontebok National Park. SANParks is uncertain on expected outcome of the case and timing of outflows. However, subsequently two summonses were withdrawn.

Estimated liability R300,819 (March 2025: R300.819)

Madyayimile

In July 2020 Madyayimile issued Summons out of the Mbombela High Court whereby they instituted various claims in terms of the Joint Building Contracts Committee (JBCC) agreement amounting to R11,000,000. The said disputes already ventilated by way of arbitration.

Legal is not in position to estimate liability.

Table Mountain Aerial Cable Company (TMACC)

The matter was referred to arbitration on 11 November 2024 to determine the value of assets for the Cable Way Business.

Value placed by SANParks is R361,200,000 as of 25 November 2025 (second amendment). Value as claimed by TMACC as per 2025 valuation is R1,089,000,000.

Legal is not in position to estimate liability.

Blue Crane Route Municipality

Combined summons were served to SANParks by the Blue Crane Route Municipality (BCRM) for Addo Elephant National Park for outstanding property rates in respect of various properties in the Park. The amount claimed is R4,198,191 plus legal costs that LSD is not in a position to estimate.

Estimated liability R4,198,191 (March 2025: R4,198,191).

Deborah Bacher

On 14 January 2025, Deborah interdicted SANParks from removing alien trees in Table Mountain National Park. Main application to be heard on a semi urgent basis for the review and set aside SANParks' decision to remove alien trees.

Legal is not in position to estimate liability.

Tsakatha and Others

SANParks were served with summons on 13 February 2025 by Tsakatha and Others for re-fencing of areas in the open area in Kruger National Park (GLTFCA Agreement). Letaba Ranch and Mthimkhulu Reserves. The potential financial implication is the value of fencing affecting the section of the Kruger National Park.

Legal is not in position to estimate liability

Petrus Zeelie N.O. (in his capacity as interim court-appointed: Administrator of the Mjejane Trust (IT6335/04))

The suit was instituted in 2022 to review SANParks decision to terminate access agreement to Kruger National Park. Estimated liability: R1,500,000 (March 2025: R0).

Mabunda (Kruger National Park)

Summons received on 31 October 2025 by Mabunda for re-fencing of areas in the open area in Kruger National Park (GLTFCA Agreement), Letaba Ranch and Mthimkhulu Reserves. Plaintiff is asking for damages to the amount of R4,000,000.

Legal is not in position to estimate liability.

36. CONTINGENCIES CONTINGENT LIABILITIES (CONTINUED)

Liberty Fighters Network, Reyno Dawid de Berr N.O. (Table Mountain National Park)

Urgent application served on SANParks and SANParks is cited as the Fifth Respondent. The matter relates to ongoing baboon management within the Western Cape on the implementation of the Cape Peninsula Baboon Management Joint Task Team's baboon action plan.

Estimated liability: R1,200,000 (March 2025: R0).

Datacentrix Review Application

In the matter of Datacentrix (DXC), judgment was delivered on 11 April 2025, wherein the Court ordered SANParks and Gijima to pay the costs of the application jointly and severally, including the costs of two counsel on Scale C.

The Legal Services Division (LSD) is currently unable to reliably estimate the liability arising from the aforementioned cost order, as the quantum of the costs is yet to be determined by the Taxing Master of the High Court. Accordingly, DXC is required to institute the taxation process by submitting its bill of costs for assessment by the Taxing Master.

Legal is not in position to estimate liability.

Kempton Park Caravans (PTY) LTD vs SANParks

SANParks was served with summons instituted for the alleged unpaid invoices in the Pretoria Regional Court as per case No: 2138/2022, on the 8 September 2022.

Amount claimed as outstanding is R255 569.35 (March 2025: R463,625).

Accumulated Surplus

In terms of section 53(3) of the PFMA, SANParks as a public 3A entity may not accumulate a surplus without prior written approval of National Treasury being obtained. In order to give guidance to public entities and to operationalise this section of the PFMA, National Treasury had issued Instruction note no. 03 of 2025/26, that indicates that a public entity must declare all surpluses to the relevant treasury from 01 August to 30 September of each year, after the financial year end. SANParks will submit a draft declaration and request to retain all of its surpluses to National Treasury during August 2026 once the annual financial statements have been audited and approved. The estimated calculated contingent liability as per Annexure A of instruction note no.03 is R192 million. (March 2025: 563 million)

CCMA Cases

There are various cases lodged with the CCMA for alleged unfair labour practices. SANParks is uncertain of the expected outcome and timing of outflows if any, however the possible claims amount to R2 466 562.93.

Estimated liability R4 177 291.57 (March 2025: R5 643 025)

Labour court cases

There are various cases lodged with the labour court for alleged unfair labour practices. SANParks is uncertain of the expected outcome of the cases and timing outflows.The possible liability amounts to R584,955.05 in total should the case lodged be ruled in favour of applicants.

Estimated liability R984 955.05 (March 2025: R584 955.05)

Madyayimile

Instituted various claims in terms of a JBCC agreement entered into between the parties amounting to R11,000,000. The matter was referred to arbitration and the parties agreed to settle. Parties agreed that Madyayimile pays SANParks R360,000, however, Madyayimile has defaulted causing SANParks to bring an application to make the arbitration award an order of court.

Estimated asset R360,000 (March 2025: R360,000)

37. EVENTS AFTER THE REPORTING DATE

Restaurant Fire in KNP

Subsequent to year end, a fire broke out at one of the park shops situated in Kruger National Parks, resulting in significant damage to the building and related infrastructure. The incident occurred after year-end and therefore constitutes a non-adjusting event in terms of GRAP 14.

Management is in the process of assessing the extent of the damage and the resultant financial implications. Accordingly, no adjustments have been made to the carrying amounts of the affected assets in the annual financial statements. The carrying amount of the affected asset was R1 thousand and initially capitalised in 1978.

38. GOING CONCERN

We draw attention to the fact that at 31 March 2026, the entity had an accumulated surplus (deficit) of R 3,755,888 and that the entity's total assets exceed its total liabilities by R 3,755,888.

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

The ability of the entity to continue as a going concern is dependent on a number of factors. The most significant of these is that for the 2025/26 financial year SANParks' self-generated revenue increased by 13%, indicating a significant increase across the various tourism revenue streams. SANParks also expects a higher increase in revenue from international markets in future years as more tourists visit our shores. SANParks continues to monitor expenditure and implementing cost curtailment measures to mitigate financial risk.

39. PUBLIC PRIVATE PARTNERSHIP PROGRAMME - PPP FEE INCOME LODGE CONCESSION PPP FEES

The lodge concessions entail allowing private operators to build and operate tourism facilities within the National Parks, on the basis of a defined period usually over a 20-year concession contract. Investors take over and upgrade specified existing lodge facilities, or build new ones. The contractual mechanism is a concession contract, which enables the private operator to use a defined area of land, plus any building that may already exist on that land, over a specific time period in return for payment of concession fees. Against these rights of occupation and commercial use of facilities, there is a set of obligations on the part of the concessionaire regarding financial terms, environmental management, social objectives, empowerment and other factors. Infringement of these requirements carries specified penalties, underpinned by performance bonds, and finally termination of the contract, with the assets reverting to SANParks.

The annual concession fee payable by the concessionaire to SANParks for any given concession year shall be the higher of a minimum rental as determined by the agreement for the concession year or a calculated annual concession fee based on the bid percentage of gross revenue for the concession year.

At the end of the concession period the concessionaires shall hand over the concession area, the camp, all concession assets and its rights or interest in the developments to SANParks free of charges, liens, claims or encumbrances of any kind whatsoever and free of any liabilities in good condition, fair wear and tear excepted. The concessionaire shall not, other than as provided for in respect of the residual value, be entitled to payment of any compensation in connection therewith.

The calculated annual concession fee is based on the bid percentage of actual gross revenue for that concession year. The specific obligations per concession are detailed in the schedule below:

39. PUBLIC PRIVATE PARTNERSHIP PROGRAMME - PPP FEE INCOME (CONTINUED)

Concession Operations	Concession holder	Commissioning date	Termination date
Addo - Gorah Elephant Camp	Hunter Hotels (Pty) Ltd	1 January 2001	30 September 2032
Kruger - Mutlumuvi	Rhino Walking Safaris (Pty) Ltd	1 October 2003	31 March 2027
Kruger Mpanamana	Shishangeni Lodge (Pty) Ltd	1 January 2002	31 March 2027
Kruger - Jakkalsbessie	Jakkalsbessie Lodge (Pty) Ltd	1 December 2002	31 March 2027
Kruger - Jock of the Bushveld	Mitomeni River Lodge (Pty) Ltd	1 July 2001	31 March 2027
Kruger - Lwakahle	Lukimbi Safari Lodge (Pty) Ltd	1 November 2001	31 March 2027
Kruger - Mluwati	Imbali Safari Lodge (Pty) Ltd	1 January 2002	31 March 2027
Kruger - Nwanetsi	Singita Lebombo (Pty) Ltd	1 March 2002	30 September 2033
Table Mountain - Roundhouse	Roundhouse (Pty) Ltd	1 October 2010	30 April 2031
Table Mountain - Koeel Bay	Koeel Bay Hospitality (Pty) Ltd	1 February 2007	30 June 2028
West Coast - Houseboats	Kraalbaai Houseboats (Pty) Ltd	1 September 2018	12 December 2039
Namaqua - Luxury Beach Camp Mobile Tents	Chief Luxury Mobile Tented Camp	23 July 2023	15 August 2030
Kruger - Shalati Train Skukuza	Thebe Tourism	1 December 2020	20 December 2046

Public Private Partnership Programme: Retail and Restaurant Facility Rental Income

The concession contracts for retail and restaurant operations entail allowing private operators to operate SANParks' existing facilities on the basis of a medium-term operating agreement. Investors manage and upgrade existing retail and restaurant facilities. The agreements enable the operators to use a defined area over a pre-determined term in return for payment of concession fees. Funding for the refurbishment of ageing infrastructure is for the concessionaire's account. Against the right of occupation and commercial use of facilities, there are set obligations on the part of the concessionaire regarding financial terms, environmental management, social objectives, empowerment and other factors. Infringement of these requirements carries specified penalties, including termination of the contract with the assets reverting to SANParks.

The monthly rental payable for the facilities by the private operator to SANParks for any given month shall be the higher of the fixed monthly rental as defined by the agreements, escalating on an annual basis; or the rental based on actual gross revenue realised, expressed as a percentage of gross revenue.

The private operators have provided SANParks with Performance Bonds equivalent to 3 months fixed rental in the form of Performance Guarantees that secure the operators performance under the Operating Agreement on the basis set out in the Facilities Rental Agreement.

39. PUBLIC PRIVATE PARTNERSHIP PROGRAMME - PPP FEE INCOME (CONTINUED)

Concession Operations	Commissioning date	Termination date
The Park Shop (South) - Tourvest	1 February 2013,	31 March 2027
Cattle Baron Restaurant - Tourvest (Addo)	1 April 2014	31 March 2027
IT Safaris	01 September 2021	31 March 2027
Town Talk Trading Enterprises t/a Big Tree Curio Shop	1 December 2019	31 March 2027
Jobojali cc T/a Salt and Pepper Restaurant	1 December 2013	31 March 2041
The Park Shop (North) - Tourvest	1 February 2013	31 March 2027
Royal Ibhubesi Safari Company - Bush Braai	1 March 2018	30 September 2026
Tindlovu Bush Café	1 May 2016	31 January 2032
Select Events and Venues CC	1 December 2013	31 March 2027
Renvir (Pty) Ltd - Mugg and Bean Lower Sabie	1 March 2014	31 March 2027
Eysbos (Pty) Ltd - Wimpy Pretoriuskop	1 March 2014	31 March 2027
Cattle Baron Restaurant - Tourvest (Tsitsikamma)	1 August 2014	31 March 2027
Tourvest Holdings (Pty) Ltd	1 October 2016	30 May 2032
Boulders Penguin Sanctuary	1 December 2019	25 January 2032
Cattle Baron Restaurant - Tourvest (Skukuza)	1 October 2014	31 March 2027
Kruger Park Bush Braais	1 November 2022	31 January 2031
Kruger North Restaurant Group (Pty) Ltd (Letaba)	1 November 2021	01 December 2031
Cattle Baron Restaurant - Tourvest (Satara)	1 December 2021	01 December 2031
Kruger North Restaurant Group (Pty) Ltd (Olifants)	01 November 2021	01 December 2031
Tourvest Holdings (Pty) Ltd (Nkhulu)	1 August 2019	25 August 2034
The Park Shop (South) - Tourvest	1 February 2013	31 March 2027

39. PUBLIC PRIVATE PARTNERSHIP PROGRAMME - PPP FEE INCOME (CONTINUED)

Concession Operations	Contracting Party	Commissioning Date	Termination Date
Kruger National Park	Skukuza Airport Management Co	01 June 2014	28 February 2027
	AM Spa	22 May 2017	30 September 2027
Garden Route National Park	Wilderness River Safari	01 April 2022	03 January 2032
	Knysna gorge Zip Lines	01 September 2020	14 September 2030
	Segway Tours	01 March 2025	01 October 2033
Table Mountain National Park	Table Mountain Aerial Company	01 November 1926	30 November 2028
	Cape Town Abseiling - Game Trackers	01 September 2022	01 December 2027
	Cape Point Concession - Thebe Tourism	01 May 1995	31 July 2027
Kruger National park	Skukuza Golf Course	01 February 2023	31 January 2043

Concession Operations	Contracting Party	Commissioning Date	Termination Date
Addo Elephant National Park	Riverbend Country Lodge	01 June 2004	30 September 2079
Marakele	Marakele (Pty) Ltd	02 November 2000	01 December 2030
Kgalagadi National Park	Ixhaus Lodge	01 May 2007	30 April 2027
Garden Route National Park	Tsitsikamma Tree Top Canopy Zipline	01 February 2024	01 January 2034
Garden Route National Park	Phoka Coffee (Dinosaur Kiosk)	15 September 2023	22 December 2033
Augrabies (Retail and Resturant)	Augrabies Falls Lodge and Camp	21 March 2024	31 December 2033
Kruger and Garden Route	Seasonal Mobile Tented Camp	01 July 2023	01 June 2032
Addo Elephant National Park	Epitome Spa Pty Ltd	20 May 2025	22 July 2032
Garden Route National Park	Adventure out there	01 December 2024	01 June 2035
Garden Route National Park	Untouched Adventures	01 May 2025	01 November 2035
Golden Gate Highlands National Park	Golden Gate Zipline (Pty) Ltd	10 August 2024	30 September 2034

40. SEGMENT INFORMATION GENERAL INFORMATION IDENTIFICATION OF SEGMENTS

SANParks' activities are very broad, and are undertaken in a wide range of different geographical areas with different socioeconomic characteristics. To enable efficient and effective delivery on the strategy of SANParks, the Executive Management structure subdivided SANParks into three categories namely; Kruger, Parks and Corporate. In establishing the segments to report on, management organised the financial information according to the three existing Executive Management structures.

Each of the three categories was identified to meet the definition of segments as it was noted that each;

- generates economic benefits or service potential;
- whose results are regularly reviewed by management to make decisions about resources to be allocated to that activity and in assessing its performance; and
- for which separate financial information is available.

Management opted to combine Parks operations into a single segment as the Parks have similar economic characteristics and share a majority of the aggregation criteria stipulated below;

- the nature of the goods and/or services delivered is more or less similar;
- the type or class of customer or consumer to which goods and services are delivered are similar;
- the methods used to distribute the goods or provide the services are almost identical; or
- the nature of the regulatory environment that applies to the segment (NEMPAA).

SANParks manages a network of national parks across South Africa, grouped into four primary geographic regions based on management structure, park location, and operational oversight. These regions form the basis of segment reporting:

- Northern Region (e.g. Kruger National Park, Mapungubwe)
- Frontier Region (e.g. Addo Elephant, Mountain Zebra, Camdeboo)
- Cape Region (e.g. Table Mountain, Agulhas, Karoo)
- Arid Region (e.g. Kgalagadi, Augrabies Falls, Richtersveld)

Each region is managed independently with its own operational and financial accountability, enabling management to evaluate performance and allocate resources effectively.

All regions provide core services such as biodiversity conservation, eco-tourism, environmental education, and infrastructure maintenance.

For disclosure purposes, revenue and expenditure are grouped in terms of reporting cost centres (e.g. Corporate, Parks and KNP) as it would not be cost efficient to group in terms of their respective regions of operation.

SANParks does not prepare separate management reports for assets and liabilities, and therefore does not prepare segment reports for these items.

Figures in Rand thousand

40. SEGMENT INFORMATION (CONTINUED)

Segment surplus or deficit, assets and liabilities

2026				
	Corporate R' 000	Kruger R' 000	Parks R' 000	Total
Revenue				
Retail activities	1	274,618	105,561	380,180
Tourism and other income	53,165	935,921	364,377	1,353,463
Conservation fees	171,679	361,916	672,998	1,206,593
Interest income	133,017	27	-	133,044
Concession fees	-	154,826	122,651	277,477
Sale of fauna and flora	17,640	-	-	17,640
Other operating income	57,160	42,300	8,269	107,729
Revenue from non-exchange transactions	919,664	3,834	967	924,465
Total segment revenue	**1,352,326**	**1,773,442**	**1,274,823**	**4,400,591**
Entity's revenue				**4,400,591**
Expenditure				
Employee Related Costs	748,371	757,960	596,083	2,102,414
Depreciation and Amortisation	40,273	59,195	70,952	170,420
Operating Leases	6,286	23,572	42,655	72,513
Cost of sales	48,398	216,880	87,546	352,824
Finance costs	90	2,441	6,648	9,179
Loss/(Gain) on Disposal of assets	3,627	4,722	2,607	10,956
Operating Expenses	785,727	463,085	321,771	1,570,583
Total segment expenditure	**1,632,772**	**1,527,855**	**1,128,262**	**4,288,889**
Total segmental surplus/(deficit)				**111,702**

Figures in Rand thousand

40. SEGMENT INFORMATION (CONTINUED)

2025				
	Corporate R' 000	Kruger R' 000	Parks R' 000	Total
Revenue				
Retail activities	56	255,602	100,416	356,074
Tourism and other income	52,631	847,417	324,644	1,224,692
Conservation fees	145,993	306,987	555,738	1,008,718
Interest income	128,189	31	-	128,220
Concession fees	-	137,901	98,570	236,471
Sales of fauna and flora	7,333	-	-	7,333
Other operating income	58,541	38,414	12,951	109,906
Revenue from non-exchange transactions	1,028,729	676	2,181	1,031,586
Total segment revenue	**1,421,472**	**1,587,028**	**1,094,500**	**4,103,000**
Entity's revenue				**4,103,000**
Expenditure				
Employee Related Costs	655,794	653,187	491,596	1,800,577
Depreciation and Amortisation	46,792	50,314	65,778	162,884
Operating Leases	4,069	6,711	17,889	28,669
Cost of sales	41,732	219,942	85,007	346,681
Finance costs	152	900	5,760	6,812
Loss on disposal of assets	133	(368)	4,505	4,270
Operating expenses	756,124	421,914	264,113	1,442,151
Total segment expenditure	**1,504,796**	**1,352,600**	**934,648**	**3,792,044**
Total segmental surplus/(deficit)				**310,956**

	31 March 2026 '000'	31 March 2025 '000'

41. CHANGES IN ACCOUNTING POLICY

The entity has adopted GRAP 104 Financial Statements. GRAP 104 (Revised 2019) was issued in April 2019 and has an initial promulgated implementation date of 1 April 2025. The entity adopted it on 1 April 2025.

A. Transition - classification and measurement

The entity applied the classification and measurement requirements retrospectively, except for the transitional provisions applied as set out below.

- The entity assessed the objective of its management models for financial assets based on the facts and circumstances that existed on 1 April 2025.

B. Transition - Impairment

- The entity measured the impairment losses using the expected credit losses on 1 April 2025.
- Expected credit loss was measured at 12-month ECL due to the low credit risk assessment at initial adoption date.

C. Impact on measurement categories

The nature and effects of the key changes to the entity's accounting policies resulting from the adoption of GRAP 104 (Revised 2019) are summarised below.

The measurement categories per GRAP 104 (2009) and the new measurement categories per GRAP 104 (Revised 2019) on 1 April 2025 remain the same at amortised cost.

Figures in Rand thousand

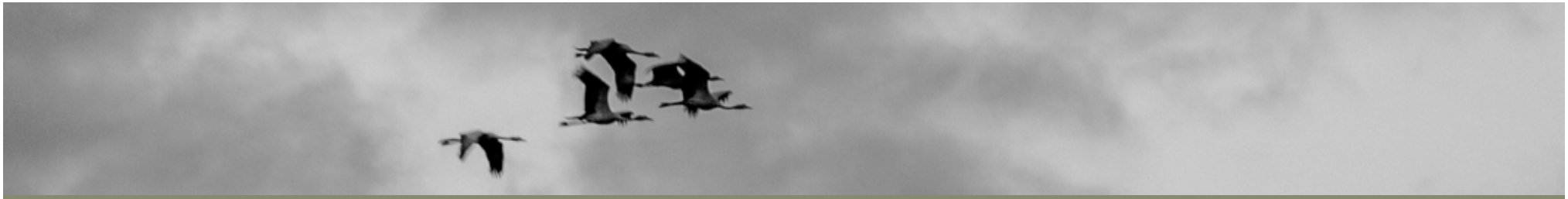
41. CHANGES IN ACCOUNTING POLICY (CONTINUED)

Financial Instruments (GRAP 104, revised 2019)

Impact on the financial statements

Reconciliation of measurement categories and carrying amounts – at the date of initial adoption

2026								
Class of instrument	**Notes**	**Carrying amount (old) -Line Item/Class**	**Carrying amount (old) -FI**	**GRAP 104 (2009) category**	**GRAP 104 (2019) category**	**Carrying amount (new) - FI**	**Change in carrying amount (new - old) -FI**	**Of which: change arising from change in measurement attribute**
Receivable from exchange transactions	3	35,835	35,835	Amortised cost	Amortised cost	29,697	(6,138)	(6,138)
Cash and cash equivalents	4	2,661,365	2,661,365 t	Amortised cost	Amortised cost	2,661,365	-	-
Trade and other payables	11	(197,762)	(197,762)t	Amortised cost	Amortised cost	(197,762)	-	-
Accrued expenses	11	(59,544)	(59,544)	Amortised cost	Amortised cost	(59,544)	-	-
Other payables	11	(22,340)	(22,340)	Amortised cost	Amortised cost	(22,340)	-	-
Concession liability	15	(346,448)	(346,448)	Amortised cost	Amortised cost	(346,448)	-	-
Payables - deposit received	11	(3,508)	(3,508)	Amortised cost	Amortised cost	(3,508)	-	-
		2,067,598	**2,067,598**			**2,061,460**	**(6,138)**	**(6,138)**



Camdeboo National Park Birdlife

Figures in Rand thousand

41. CHANGES IN ACCOUNTING POLICY (CONTINUED)

Reconciliation of impairment allowances/provisions to opening loss allowances – at the date of initial adoption

2026							
Class of instrument	**Notes**	**GRAP 104 (2009) category**	**GRAP 104 (2019) category**	**Closing impairment allowance / provision under GRAP 104 (2009) and GRAP 19 (immediately before adoption)**	**Other adjustments**	**Difference recognised in opening accumulated surplus/ (deficit)**	**Opening loss allowance under revised GRAP 104 at date of initial adoption**
Receivable from exchange transactions		Amortised cost	Amortised cost	19,007	6,138	6,138	25,145

Summary of effect on accumulated surplus/net assets

As a result of applying GRAP 104 (revised 2019), the entity recognised a net decrease of 6,138 in opening accumulated surplus or deficit on the date of initial adoption, comprising:

- R Nil from changes in classification or measurement categories; and
- An decrease of 6,138 from applying the expected-credit-loss impairment requirements rather than the previous incurred-loss model.



Wilderness Half Collared Kingfisher Trail Fauna and Flora

42. CHANGE IN ESTIMATE

Property, plant and equipment

During the current financial year, there was a change in estimate regarding depreciation due to changes in useful lives. Reassessments of useful lives were enacted due to the discovery of well-preserved assets that are still in use but nearing the end of their useful lives.

Effects of changes in the statement of financial performance is decrease in depreciation/ other change movement - (R4,958) Effects of changes in the statement of financial position in decrease in accumulated depreciation - (R4,958)

Intangible assets

During the current financial year, there was a change in estimate regarding amortisation due to changes in useful lives. Reassessments of useful lives were enacted due to the discovery of well-preserved assets that are still in use but nearing the end of their useful lives.

Effects of changes in the statement of financial performance is decrease in amortisation/ other change movement - (R1,799) Effects of changes in the statement of financial position in decrease in accumulated amortisation - (R1,799)

43. PRIOR-YEAR ADJUSTMENTS

Presented below are those items contained in the statement of financial position, cash flow statement and disclosure notes that have been affected by prior-year adjustments:

Receivables from exchange transactions/provisions/cash flow statement

During the current financial year, management identified that the residual value had been incorrectly calculated and that additional adjustments relating to changes in the CPI index had been applied retrospectively. The inclusion of these adjustments resulted in the overstatement of both the provision, concessionaire asset and the cash flow statement.

Irregular, fruitless and wasteful expenditure

Prior year irregular expenditure figures were restated from R171,894 to R171,639 due to an amount of R256 been erroneously reported as irregular expenditure. Although the amount had been assessed as not constituting irregular expenditure, it was not removed from the irregular expenditure register.

Risk management (financial instruments)

During the prior financial year, the entity disclosed concessionaire assets, including the residual value receivable arising from service concession arrangements, as part of financial instruments within the scope of GRAP 104.Subsequent to a reassessment performed during the current financial year, management concluded that the concessionaire assets themselves do not meet the definition of a financial instrument as contemplated in GRAP 104, as the assets represent rights and obligations arising from service concession arrangements rather than contractual rights to receive cash or another financial asset. Accordingly, the concessionaire assets should not have formed part of the financial instrument disclosures.

As a result, comparative disclosures have been restated by R406,398 to remove concessionaire assets that fall outside the scope of GRAP 104. The correction only impacted disclosure presentation and classification and had no effect on the entity's previously reported surplus/ (deficit), cash flows, or net assets.

During the prior financial year, the entity disclosed receivables from exchange transactions at a gross carrying amount of R54,842. Following a detailed review, an impairment allowance of R19,007 was recognised, resulting in the receivables being restated to a net carrying amount of R35,835.

Figures in Rand thousand

43. PRIOR-YEAR ADJUSTMENTS (CONTINUED)

Statement of financial position

2025				
	Notes	As previously reported	Correction of error	Restated
Receivables from exchange transactions (current)		251,415	4,216	255,631
Receivables from exchange transactions (non-current)		219,451	(64,166)	155,285
Provisions (current)		(191,979)	(4,216)	(196,195)
Provisions (non-current)		(214,419)	64,166	(150,253)
		64,468	**-**	**64,468**

Cash flow statement

2025				
	Notes	As previously reported	Correction of error	Restated
Cash flow from operating activities				
Cash receipts from exchange transactions		2,909,366	(627)	2,908,739
Suppliers		(1,640,052)	627	(1,639,425)
		1,269,314	**-**	**1,269,314**

44. BUDGET DIFFERENCES

Material differences between budget and actual amounts

A. The strong performance is primarily driven by an increase in park visitation compared to the previous year, with visitor numbers rising to 6,827,925.

B. This variance is primarily due to the slightly delayed spending on infrastructure grant allocations, which impacts the recognition of grant income as it is typically matched to expenditure.

C. A portion of donations with conditions attached to them is recorded under special projects and, hence the underperformance.

D. Employee-related costs exceeded the budget due to the medical aid employee benefit obligation movement having exceeded the estimation.

E. Depreciation reflects an underspending variance, mainly due to lower-than-expected acquisitions of new assets during the period.

F. Finance costs reflect a saving primarily due to the implementation of the Full Maintenance Lease Services contract.

G. Operating lease payments reflect an unfavourable variance against the budget, primarily due to introduction of the Full Maintenance Lease Services where SANParks vehicles are leased through operating lease.

H. Cost of sales reflects a unfavourable variance due to more sales than anticipated.

I. Operating expenses variance is primarily driven by the slow spending on consultant costs, as well as lower than planned expenditure on consumables and marketing activities. These categories reflect delays in procurement, timing differences in project execution, and the deferred rollout of certain marketing initiatives, resulting in underspending against year-to-date budget.

J. Loss on disposal of assets reflects an unfavourable variance, resulting from a higher number of assets being written off or disposed of than originally anticipated. This was due to the poor condition of these assets, which made them uneconomical to maintain or repair and unforeseen natural disaster.

K. The cost is inherently difficult to predict, as the calculation is only done once a year and at year end by the actuaries.



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Pangolin, one of South Africa's Endangered Species